



Amendment No. 2
to
Contract No. MA 4400 PA210000018
for
Austin Police Department Assessment
between
Kroll Associates, Inc.
and the
City of Austin

- 1.0 The City hereby amends the above-referenced Contract to extend the due date of Group B, Recruitment and Promotions in Exhibit A to December 31, 2021.
- 2.0 MBE/WBE goals were not established for this Contract.
- 3.0 By signing this Amendment the Contractor certifies that the Contractor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the General Services Administration (GSA) List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.
- 4.0 ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

BY THE SIGNATURE(S) affixed below, this Amendment is hereby incorporated and made a part of the above referenced Contract. This Contract amendment shall become effective on the date executed by the City.

Signature & Date:

A handwritten signature in blue ink that reads "Mark J. Ehlers".

Printed Name: Mark J. Ehlers
Kroll Associates, Inc.
55 E. 52nd Street, 31st Floor
New York, NY 10055
Dated: 8/11/21

Signature & Date:

Erin D'Vincent Digitally signed by Erin D'Vincent
Date: 2021.08.11 12:56:56 -05'00'

August 11, 2021
Erin D'Vincent, Procurement Supervisor
City of Austin Purchasing Office



Amendment No. 1
to
Contract No. MA 4400 PA210000018
for
Austin Police Department Assessment
between
Kroll Associates, Inc.
and the
City of Austin

- 1.0 The City hereby amends the above-referenced Contract to add a Scope of Work to provide an evaluation of the Austin Police Department's 144th reimagined pilot police cadet academy.
- 2.0 The total Contract amount is recapped below:

Term	Action Amount	Total Contract Amount
Basic Term 11/12/2020 – 09/30/2021	\$1,300,000.00	\$1,300,000.00
Amendment No. 1: Add scope of work to provide an evaluation of the Austin Police Department's 144th reimagined pilot police cadet academy	\$375,000.00	\$1,675,000.00

- 3.0 MBE/WBE goals were not established for this Contract.
- 4.0 By signing this Amendment the Contractor certifies that the Contractor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the General Services Administration (GSA) List of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.
- 5.0 ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

BY THE SIGNATURE(S) affixed below, this Amendment is hereby incorporated and made a part of the above referenced Contract. This Contract amendment shall become effective on the date executed by the City.

Signature & Date:

 4/28/21

Printed Name: Mark J. Ehlers
Kroll Associates, Inc.
55 E. 52nd Street, 31st Floor
New York, NY 10055

Signature & Date:

 Digitally signed by Erin D'Vincent
Date: 2021.05.07 08:46:07 -05'00'

May 7, 2021

Erin D'Vincent, Procurement Supervisor
City of Austin Purchasing Office

Scope of Work

Description: Evaluation of Austin Police Department 144th Reimagined Pilot Police Cadet Academy

1.0 Purpose

The City of Austin (City) seeks a comprehensive, multi-pronged evaluation of the Austin Police Department (APD) 144th Pilot Police Cadet Academy.

2.0 Background

On March 25, 2021, the Austin City Council approved resolution 20210325-037, the Reimagined Police Cadet Academy Blueprint. The City is committed to full implementation of the Blueprint to ensure community involvement, adult learning tools and strategies, and transformative change. The City also acknowledges that historical training practices have impacted officers' preparedness and relationships with the community. The City finds it imperative to transform the training academy within APD in order to implement needed reforms to APD's curriculum, teaching methodologies, and the infusion of diversity, equity, and inclusion (DEI) practices and principles throughout the training academy that ensures the highest degree of cultural competency, public interactions, and ethics for its police officers.

On November 12, 2020, the City executed a contract with Kroll Associates, Inc (Kroll). As part of Phase 1 of the comprehensive evaluation of APD, Kroll conducted a review and assessment of the training academy. On February 26, 2021, Kroll's preliminary analysis was released, which included several short- and long-term recommendations. APD has accepted all of the Kroll recommendations and is currently implementing them. The recommendations included that the City retain an external evaluator to conduct an independent review of the academy once the 144th cadet class begins to ensure implementation of the recommendations and to help ensure that further adjustments and improvements are made by APD moving forward. On April 26, 2021, Kroll's final report was released. The report includes additional recommendations, short-term and long-term, that APD is expected to implement.

3.0 Scope of Work

This scope of work includes, without limitation, reviewing and analyzing each of the areas listed below and providing a preliminary mid-term report and a final report of findings and observations to the City Manager. This scope of work is specific to the evaluation of the 144th Pilot academy and APD's implementation of the recommendations contained in the Kroll final report and assessment of the APD Training Academy, dated April 23, 2021 ("Kroll final report").

Kroll will review and assess each of the areas below to (1) determine how effectively APD has implemented recommendations that pertain thereto, and (2) recommend any additional measures or adjustments that should be made to further improve Academy effectiveness with respect to each item listed.

Community Involvement

- 3.1 Academic Curriculum Review Committee, formalized video review process, neighborhood liaison pilot program (planning and implementation),
- 3.2 Co-facilitation of instruction between APD faculty and community subject matter experts
- 3.3 Implementation and effectiveness of additional community engagement hours the cadets participate in, including the pre-academy community connect workshops and programming.

Culture of Adult Learning

- 3.4 Evidence-based exit interviews of cadets
- 3.5 Formalized procedures with cadets who have left the academy
- 3.6 Incorporation of adult learning theory into Academy course instruction, including expectations and standards set for academy faculty
- 3.7 The process for academy faculty evaluations
- 3.8 Professional development opportunities provided for academy faculty
- 3.9 Incorporation of active learning opportunities into the Academy course schedule.

Transformative Change

- 3.10 Implementation of revised curriculum and schedule
- 3.11 Trauma-informed training
- 3.12 Incorporation of DEI content throughout the curriculum and Academy training
- 3.13 The roles of the Training Division Manager and Training Supervisor
- 3.14 Implementation of Groundwater Analysis into the curriculum
- 3.15 Implementation of Equity Action plan
- 3.16 Field training officer (FTO) refresher course and related FTO-related recommendations
- 3.17 Benchmarks for enhancing diversity at all levels of the Academy
- 3.18 Standard Operating Procedures and/or internal memoranda concerning implementation of Kroll short-term recommendations as set forth in the Kroll final report
- 3.19 The extent to which improvements in training have considered input and participation of community groups representing those disproportionately affected by policing, including non-white residents and populations, non-English speaking residents and populations, LGBTQIA+ residents and populations, and persons with disabilities
- 3.20 Continuing education for active APD personnel as part of the required biennial recertification process on topics including implicit bias, racial and ethnic bias, gender bias, de-escalation, the history of policing and its intersection with race in our community, cultural competency, and other topics as recommended by the Equity Office and Office of Police Oversight
- 3.21 Changing Academy culture from a paramilitary model to a resilience-based training and servant leadership model
- 3.22 The Academy's disqualification and termination process, including an assessment of voluntary/involuntary terminations of cadets
- 3.23 Implementation of all other recommendations contained in the Kroll final report.

- 3.24 Community debrief after the 144th Academy Class, including incorporating internal and external evaluation of: injuries, attrition rates, and patterns disaggregated by demographics; curriculum development and implementation; and qualitative data related to academy experiences.

4.0 Contractor's Responsibilities

- 4.1 Contractor shall conduct a comprehensive assessment of the reimagined 144th Pilot Cadet Academy. The assessment of the training academy of the high-priority areas of focus shall result in an interim report that includes analysis of APD's implementation of Kroll's recommendations related to the academy, and any immediate recommendations for improvement. The Contractor shall present publicly the interim report to the Austin's City Council in a public meeting no later than October 18, 2021.
- 4.2 Contractor shall work with APD to establish an audit protocol that can be replicated to address the sustainability of APD's continuing implementation of Kroll's short-term recommendations and eventual implementation of Kroll's long-term recommendations.
- 4.3 A final, comprehensive written report shall be delivered and presented by the Contractor no later than March 7, 2022. The final comprehensive written report shall detail the Contractor's findings, conclusions, and recommendations concerning:
- 4.3a The framework for regularly recurring reporting to the Public Safety Commission and Council on APD's progress towards achieving the fair administration of justice, an indicator in the Council-adopted five-year strategic plan (Strategic Plan 2023).
- 4.3b Reporting to the Public Safety Commission and Council on the plan to address the implementation of recommendations to improve the Academy's effectiveness.
- 4.3c Options for a mechanism to incorporate the recommendations and accountability metrics into the performance standards for the APD Executive Team and academy leadership.
- 4.4 Contractor shall collaborate with designated City management on a process to report to Council on detailing cadet academy class sizes, attrition rates and demographics as well as active officer attrition rates and demographics.
- 4.5 Contractor shall observe in real time Academy orientation and the initial stages of training, and meet with members of Academy staff, during the first week of the 144th cadet class; contractor shall also observe, in person or virtually, all DEI-related courses, community engagement programming involving community representatives as guest speakers, CIT and de-escalation training, and a representative sample of team-building exercises, physical training, and defensive tactics training.
- 4.6 Contractor shall conduct monthly meetings with academy staff to provide feedback. Meetings can be held in person and virtually.
- 4.7 Contractor shall meet monthly with the City Manager's designee, APD executive leadership and academy staff monthly to review the implementation of the blueprint and compliance with recommendations. The team shall ensure that they establish effective communications with and are available to executive leadership. Meetings shall be held in person or virtually depending on the needs of the City.



**CONTRACT BETWEEN THE CITY OF AUSTIN ("City")
and
Kroll Associates, Inc. ("Contractor")
for
Austin Police Department Assessment
Contract Number: MA 4400 PA210000018**

The City accepts the Contractor's Offer for the above requirement and enters into the following Contract. This Contract is between Kroll Associates, Inc. having offices at 55 E. 52nd Street, 31st Floor, New York, NY 10055 and the City, a home-rule municipality incorporated by the State of Texas. Capitalized terms used but not defined herein have the meanings given in the Solicitation.

1.1 This Contract is composed of the following documents in order of precedence:

- 1.1.1 This Document
- 1.1.2 Negotiated Deliverables & Program Work Statement and Timeline attached as Exhibit A
- 1.1.3 Negotiated Exceptions dated September 15, 2020 attached as Exhibit B
- 1.1.4 The City's Solicitation RFQS 4400 EAD4006 including all documents incorporated by reference
- 1.1.5 Contractor's Offer, dated July 16, 2020, incorporated herein and attached as Exhibit C

1.2 Compensation. The Contractor shall be paid a total Not-to-Exceed amount of \$1,300,000 for Phases A and B as indicated in the Deliverables & Program Work Statement.

1.3 Term of Contract. This Contract shall become effective on the date executed by the City and shall remain in effect until the earliest of when the deliverables set forth in the Contract are complete or the City terminates the Contract.

1.4 Designation of Key Personnel. The City and the Contractor resolve to keep the same key personnel assigned to this engagement throughout its term. In the event that it becomes necessary for the Contractor to replace any key personnel, the replacement will be an individual having equivalent experience and competence in executing projects such as the one described herein. Additionally, the Contractor shall promptly notify the City and obtain approval for the replacement. Such approval shall not be unreasonably withheld. The Contractor's and City's key personnel are identified as follows:

	<u>Name</u>	<u>Phone Number</u>	<u>Email Address</u>
Contractor Contract Manager	Mark Ehlers	267-640-6415	MEhlers@kroll.com
City Contract Manager	Farah Muscadin	512-974-9090	Farah.Muscadin@austintexas.gov
City Contract Administrator	Erin D'Vincent	512-974-3070	Erin.DVincent@austintexas.gov

1.5 Invoices. The City's preference is to have invoices emailed to Farah.Muscadin@austintexas.gov. An alternative email address may be provided during the contract kickoff.

For questions regarding your invoice/payment please contact the City Contract Manager.

This Contract (including any Exhibits and referenced Documents) constitutes the entire agreement of the parties regarding the subject matter of this Contract and supersedes all prior agreements and understandings, whether written or oral, relating to such subject matter. This Contract may be altered, amended, or modified only by a written instrument signed by the duly authorized representatives of both parties.

In witness whereof, the parties have caused a duly authorized representative to execute this Contract on the date set forth below.

KROLL ASSOCIATES, INC.

Mark J. Ehlers

Printed Name of Authorized Person



Signature

Managing Director

Title:

November 10, 2020

Date:

CITY OF AUSTIN

Erin D'Vincent

Printed Name of Authorized Person

Erin D'Vincent

Digitally signed by Erin D'Vincent
DN: cn=Erin D'Vincent, o=City of Austin, ou=Purchasing
Office, email=erin.dvincent@austintexas.gov, c=US
Date: 2020.11.12 10:34:19 -06'00'

Signature

Procurement Supervisor

Title:

November 12, 2020

Date:

Exhibit A – Deliverables & Program Work Statement and Timeline

Exhibit B – Negotiated Exceptions

Exhibit C – Kroll Associates, Inc. Solicitation Response

Deliverables and Program Work Statement

APD Comprehensive Evaluation on Discrimination and Racism

1. Introduction/Overview

In consultation with and under the supervision of the City of Austin's Office of Police Oversight (OPO) and the City Manager's Office (CMO), the project team comprised of the Kroll Associates, Inc., The Bingham Group, LLC, and Transparency Matters, LLC will conduct a comprehensive, multi-pronged investigation of the extent to which forms of racism, bigotry, and discrimination are present in the protocols, practices, and behaviors of the Austin Police Department (APD).

2. Project Description

A comprehensive, multi-pronged investigation of the extent to which forms of racism, bigotry, and discrimination are present in the protocols, practices, and behaviors of the Austin Police Department (APD). To the extent to which these prejudices are present, this investigation and evaluation shall document the impacts these individual and systemic biases have had on both hiring, professional ranking, and treatment of personnel within APD, and on police interactions with people of color and other marginalized groups in Austin. The City finds it imperative to understand the full extent of both systemic racism and intentional discrimination within APD in order to implement needed reforms to APD's policies and protocols that ensure the highest degree of cultural competency and ethics for its police officers.

3. Deliverables and Payment Schedule

Deliverable Description	Work Plan & Approach	Staff Assigned to Deliverable and % of Time Dedicated to Deliverable	Estimated Completion Date	Budget per Group	% of Total Funding
Kick-off meeting	Once Kroll is formally retained and a contract in place, we will prepare a document/data request and schedule an initial video conference (or series of calls, if needed) with the City's appropriate stakeholders and points of contact to discuss and plan transfer/delivery to Kroll of relevant electronic data, documents needed for review, and scheduling and reporting moving forward. This phase includes Kroll's time in planning and coordinating the receipt of relevant City documents and data, attending the initial kickoff meeting(s), securing and organizing the large volume of data and documents received from the City, and managing the document/data among project team members.	<ol style="list-style-type: none"> 1. Dan Linskey (20%) 2. Rick Brown (20%) 3. Mark Ehlers (20%) 4. Robin Engel (7.5%) 5. Cassie Fields (7.5%) 6. Larry Mayes (5%) 7. AJ Bingham (5%) 8. Joel Bowers (Kroll-Cyber) (5%) 9. Kroll analyst support (10%) 	Before December 31, 2020	\$38,500	1.0%

Exhibit A

<p>Group A Training Academy Review</p> <p>Review and provide feedback on the internal assessment of the training academy, including review of specific training academy courses, video review panel recommendations and report, strategic plan and SWOT analysis of the training academy created by the Organizational and Training Manager, community engagement programming, APD equity assessment report, and assessment of best practices in police training academies</p> <p>Identify police academies and evidence-based best practices that have successfully revised training resulting in reduced force incidents and improved communication with diverse communities and reviewing training reforms in those locations.</p> <p>Conduct confidential interviews with cadets that have withdrawn from the training academy prior to graduation, and recent graduates from the APD academy</p> <p>Conduct confidential interviews with officers regarding training provided by the academy and ongoing training</p> <p>Improvements to APD recruitment and promotion practices, including Improving background checks and screening of incoming cadets as well as active officers being considered for promotion as it relates to topics such as explicit and implicit bias, racism, homophobia, gender bias and other forms of discrimination</p> <p>Recommendations for evidenced-based best practices, identifying police academies that have successfully revised training resulting in reduced force incidents</p>	<p>Kroll will assess the APD's existing training to ensure that its personnel possess adequate cultural and diversity sensitivity, and the communicative skills necessary to effectively patrol in racially and ethnically diverse, multi-cultural environments. In executing this portion of the assignment, Kroll will (a) evaluate the cultural diversity and sensitivity training provided by the APD; (b) review training curricula; (c) meet with community leaders and others to gather community input on the strengths and weaknesses of APD's community interaction; (d) assess existing training protocols on citizen encounters; (e) review and evaluate the experience and credentials of instructors; (f) evaluate APD community policing strategies; and (g) evaluate active bystander training programs designed to address officers who proactively identify and respond to other officers' violations of policy and misconduct.</p> <p>Kroll will assess if APD training provides all personnel with the skill sets needed for effective citizen engagement, reduced use-of-force incidents, and improved communication with diverse citizens. We will compare APD's existing training and experiences with our knowledge of and research pertaining to best practices nationally as applied by urban police forces.</p> <p>Kroll will conduct confidential interviews of cadets that have withdrawn from the training academy prior to graduation, to determine the circumstances for separation and other relevant considerations. Kroll will also conduct confidential interviews of cadets that have recently graduated from the APD academy, to determine their experiences and perspectives on the instruction provided at the training academy.</p> <p>Kroll will conduct confidential interviews of selected officers currently serving to determine their experiences and perspectives on the instruction provided at the training academy.</p>	<ol style="list-style-type: none"> 1. Rick Brown (25%) 2. Dan Linskey (25%) 3. Cassie Fields (12.5%) 4. Larry Mayes (7.5%) 5. AJ Bingham (7.5%) 6. Mark Ehlers/Kroll staff (12.5%) 7. Robin Engel (10%) 	<p>March 15, 2021</p>	<p>\$295,000 (anticipated travel costs included)</p>	<p>7.5%</p>
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<p>and improved communication with diverse communities, including police Academies in Cambridge, Washington (Washington State Criminal Justice Training Commission) and Minneapolis, Minnesota, and submit a report summarizing best practices on training reforms</p> <p>Improvements in training should be finalized with input and participation of community groups representing those disproportionately affected by policing including those representing non-white residents and populations, non-English speaking residents and populations, LGBTQIA+ resident and populations, and residents and persons with disabilities.</p> <p>Deliverables</p> <p>Reporting to the Public Safety Commission, Public Safety Committee, City Council, and any other requested groups by the City on the plan to address and remedy weaknesses and threats for APD as may be identified in the Equity Office's equity assessment tool.</p> <p>Twice monthly over the phone check-ins with the project team and the City's Contract Manager. Mid-project meeting will occur in Austin.</p> <p>Any findings or recommendations of value shall be communicated with the City during conference calls and included in the final report.</p> <p>The Contractor will present before the Public Safety Committee, and any other Committees or Commissions or groups as requested by the City.</p> <p>The Contractor shall present publicly an interim report that includes priority areas and an analysis of expressed behavior and</p>	<p>Kroll will further assess if APD training provides all personnel with the skill sets needed for effective citizen engagement, reduced use-of-force incidents, and improved communication with diverse citizens. We will compare APD's existing training and experiences with our knowledge of and research pertaining to best practices nationally as applied by urban police forces.</p> <p>Deliverables</p> <p>Kroll will update City Council and other public bodies along with the City Contract Manager as requested and provide our findings and recommendations in a final written report to City Council. Preliminary findings will be reported in an interim report, if requested.</p>				
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<p>patterns, and any immediate recommendations for reform to the Austin's City Council.</p> <p>The Contractor may receive request for updates from the project team or City Council and should respond in a timely manner.</p> <p>Any reports completed ahead of time should be submitted to the City at the time of completion.</p> <p>The contractor will present the final report to City Council.</p>					
<p>Group B</p> <p>Recruitment and Promotions Assess recruitment and promotion practices and protocols to ensure ethnic and gender diversity and inclusion in recruitment, and assessment of academic resources available to cadets.</p> <p>Assess the basis for the weighting of assessment center panel scores in the professional ranking and promotion of APD officers, including the degree to which the use of assessment centers counters potential bias or disparate impact in the promotion process, if at all, and best practices for the transparency and use of assessment centers in ranking, and the appropriate weights for promotion consideration at each officer level.</p> <p>Use of Force/Public Interactions Review use-of-force incident reports from June to November 2019, analyzing them by location, any resulting charges, the outcome of each incident, and demographic information (including race, ethnicity, and language spoken) of all persons involved;</p>	<p>Recruitment and Promotions Kroll will collect and measure benchmarks to assess racial and ethnic disparities in recruitment, hiring, and training of officers. Kroll will examine the APD's current efforts to recruit, hire, promote, and retain personnel, including efforts to increase ethnic, racial, and gender diversity within its ranks. We will evaluate APD's marketing and messaging programs relating to its recruitment efforts, assess written and online materials used to promote diversity in recruitment, interview relevant personnel and assess policy statements or internal memoranda concerning recruitment, hiring, promotion, and employee retention. Informational campaigns will be assessed on how effectively they address issues such as benefits, salaries, educational and promotional opportunities. Kroll will assess whether APD collaborates with community groups to identify potential testing and processing locations that are familiar and accessible to diverse groups of applicants. Other community collaboration efforts will also be identified and assessed for effectiveness. Finally, Kroll will evaluate the APD applicant process to ensure all phases are bias free. We will review current hiring and screening components and identify APD recruitment practices determined to be an impediment to diversifying the APD workforce.</p>	<ol style="list-style-type: none"> 1. Robin Engel (20%) 2. Rick Brown (40%) 3. Dan Linskey (25%) 4. Cassie Fields (5%) 5. Larry Mayes (5%) 6. Mark Ehlers (5%) 	September 30, 2021	\$905,000 (anticipated travel costs included)	23.0%

<p>Review aggregate data on every recorded interaction from June 2019 to November 2019 between APD and a with any member of the public, including type of interaction and its outcome (search, arrest with charges, citation with charges) and an evaluation on whether there are racial and/or ethnic or other disparities in searches, arrests, charges and citations.</p> <p>Review complaints made against APD officers and executives accused of bias and/or discrimination, including complaints that did not result in disciplinary action and the reason no disciplinary action was taken in each case, for the last 10 years.</p> <p>Deliverables Twice monthly over the phone check-ins with the project team and the City's Contract Manager. Mid-project meeting will occur in Austin.</p> <p>Any findings or recommendations of value shall be communicated with the City during conference calls and included in the final report.</p> <p>The Contractor will present before the Public Safety Committee, and any other Committees or Commissions or groups as requested by the City.</p> <p>The Contractor shall present publicly an interim report that includes priority areas and an analysis of expressed behavior and patterns, and any immediate recommendations for reform to the Austin's City Council.</p> <p>The Contractor may receive request for updates from the project team or City Council and should respond in a timely manner.</p> <p>Any reports completed ahead of time</p>	<p>Kroll will evaluate past promotional processes and attempt to identify potential roadblocks to success, particularly focused on professional rankings and promotional practices that impact persons of color, women, and LGBTQ officers. We will further conduct a needs assessment for supervisory traits, characteristics, and job functions to help identify which factors promotional examinations should be testing for in lieu of formal promotional examination memorization/repetition.</p> <p>Use of Force/Public Interactions Kroll will review, evaluate, and analyze all APD incident reports and videos involving use of force from June through November 2019 (i.e., 2,960 incidents). The cases will be assessed and aggregated by location, resulting charges, outcomes, demographic information of persons involved, and incorporated into Kroll's final report specifically identifying any patterns or trends that support disparate outcomes based on ethnicity or race.</p> <p>Kroll will create a series of action plans for the collection and measurement of appropriate benchmarks to assess the level of racial/ethnic disparities in various outcomes, including police enforcement actions, searches, arrests, charges, and citations. We will interview officers and citizens and conduct statistical analyses of official data sources derived from various units within the APD. Official data to be examined may include stops, citations, arrests, searches and seizures, deployment patterns, calls for service, citizen complaints, and other data collected that may capture potential racial and ethnic disparities in outcomes and/or discriminatory behavior by officers. Analyses of these data will include a variety of advanced statistical techniques, including regression modeling, hierarchical linear modeling, interrupted time-series, and spatial analyses, among others. In addition, external data—to include U.S. Census, GIS files, citizen surveys, and any known source of citizen complaints outside the department – will be examined to provide additional context.</p>				
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<p>should be submitted to the City at the time of completion.</p> <p>The contractor will present the final report to City Council.</p>	<p>Kroll will review the timeliness in APD's processing/intake, the fairness and objectivity of formal investigations, and the speed with which complaints are resolved. Kroll will also assess the APD case management system for complaints filed against APD employees. This assessment will include ascertaining if: (a) internal investigations are conducted in a thorough and timely manner; (b) investigations comport with department policy; (c) supervisors are reviewing the investigations and making appropriate findings; (d) APD properly collects and processes physical evidence; (e) fair and consistent discipline is imposed; and (f) appropriate training is provided.</p> <p>Deliverables Kroll will update City Council and the City's Contract Manager as requested and provide our findings and recommendations in a final written report to City Council, with preliminary findings submitted when requested in an interim report.</p>				
<p>Group C Legal Analysis Review of APD's compliance with state and federal law with regard to racial and sex discrimination employment laws</p> <p>Review incidents leading to lawsuits for alleged police misconduct, and analysis of the outcomes, location of the incident, racial/ethnic and socio- demographic characteristics, and subsequent settlements of those lawsuits, including the amount of each settlement, over the last 10 years.</p> <p>Any patterns systemic racism, racist behavior, and other forms of discrimination found in all the areas of focus outlined above and recommendations to remedy and prevent patterns of bias</p>	<p>Legal Analysis Kroll will examine APD's compliance with federal and state laws by reviewing existing policies and procedures, including complaint and grievance procedures, concerning allegations of racial and sexual discrimination and harassment in the workplace; assessing and evaluating past incident and investigation reports and how APD handled such complaints.</p> <p>Kroll will assess APD incidents over the last ten years that have resulted in lawsuits. Kroll will aggregate incidents by location, outcomes, demographic information of persons involved, and settlements/final dispositions. Kroll's findings will be incorporated into its final report, specifically identifying any patterns or trends that suggest disparate outcomes based on ethnicity or race and opportunities for better agency risk management.</p> <p>Kroll will explore through interviews the culture and climate of APD regarding issues of race and</p>	<ol style="list-style-type: none"> 1. Rick Brown (12.5%) 2. Dan Linskey (12.5%) 3. Cassie Fields (15%) 4. Larry Mayes (10%) 5. AJ Bingham (10%) 6. Mark Ehlers/Kroll staff (35%) 7. Robin Engel (5%) 	January 31, 2022	\$325,000	8.0%

<p>Recommendations Recommendations for a mechanism to incorporate the recommendations and accountability metrics into performance standards for the APD Executive Team</p> <p>An actionable plan, measurable benchmarks, and appropriate timeline for eliminating racial disparities in APD stops, searches, arrests, and use-of-force incidents</p> <p>Recommending continuing education for active APD personnel as part of the required biennial recertification process on topics including implicit bias, racial and ethnic bias, gender bias, de-escalation, the history of policing and its intersection with race in our community, cultural competency</p> <p>Recommend reputable leadership training that would benefit APD organizational culture</p> <p>Establish clear qualification for appointment to Assistant Police Chief, as consistent with state law, and create measurable benchmarks for enhancing diversity at all levels of the department</p> <p>Deliverables Twice monthly over the phone check-ins with the project team and the City's Contract Manager. Mid-project meeting will occur in Austin.</p> <p>Any findings or recommendations of value shall be communicated with the City during conference calls and included in the final report.</p> <p>The Contractor will present before the Public Safety Committee, and any other Committees or Commissions or groups as requested by the City.</p>	<p>gender and its impact on female officers/employees, LGBTQ officers/employees, and officers/employees of color.</p> <p>Kroll's report will provide recommendations in the areas outlined in column one, and any other areas that become apparent during the review and assessment.</p> <p>Deliverables Kroll will update City Council and other public bodies along with the City Contract Manager as requested and provide our findings and recommendations in a final written report to City Council. Preliminary findings will be reported in an interim report, if requested.</p>				
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<p>The Contractor shall present publicly an interim report that includes priority areas and an analysis of expressed behavior and patterns, and any immediate recommendations for reform to the Austin's City Council.</p> <p>The Contractor may receive request for updates from the project team or City Council and should respond in a timely manner.</p> <p>Any reports completed ahead of time should be submitted to the City at the time of completion.</p> <p>The contractor will present the final report to City Council.</p>					
<p>Group D APD Officer Communications Review</p> <p>Review all APD electronic communications, including public posts on social media platforms (including posts made using pseudonyms or made anonymously), that are available to Contractor, City email, and text or messages and instant message communications on City devices within the last 5 years</p> <p>Identify APD sworn personnel, including Police Chief and Assistant Chiefs communications, including all public posts on social media platforms, including posts made using pseudonyms or made anonymously, that are available to the investigator, City email, and text messages and instant message communications on City devices within the last 5 years as it relates to topics such as explicit and implicit prejudiced behavior: bias, racism, homophobia, gender bias and other forms of discrimination.</p>	<p>Email review: Collect identified email accounts (if performed by Kroll): The City will create an eDiscovery administrator account for Kroll so that Kroll can log into the City's O365 tenant and collect the designated mailboxes. Assumes 2,363 accounts and 0.75 hour to collect each account.</p> <p><i>**Alternatively, to save costs (i.e., \$620,000), we recommend that the City collect the designated mailboxes and provide the data to Kroll.</i></p> <p><u>Process and host for review:</u> We will process the collected data into Relativity for review. Assumes a maximum volume of 2.5 TB (0.94 GB per custodian) and hosting for 8 months.</p> <p><u>Setup, support & analytics:</u> To draw the project team's attention to the most relevant materials as quickly and efficiently as possible, Kroll will employ Relativity active learning, which learns from our team's coding decisions and uses that information to continuously deliver the documents that matter most to the review. [Assumes 80 Hours Setup / 10 Hours Support per Month for 8 Months. (160 Hours)].</p>	<ol style="list-style-type: none"> 1. Kroll-Cyber Team (collect, host, and analyze ESI) (27.5%) 2. Kroll analysts (email review, social media post research, identification, and review/analysis) (60%) 3. Mark Ehlers (report writing) (7.5%) 4. Rick Brown (2.5%) 5. Dan Linskey (2.5%) 	<p>September 15, 2022</p>	<p>TOTAL: \$2,400,000 [assuming: City provides emails, text message Option 2 (180 devices), social media limited to 1,800 current personnel]</p> <p>Optional add-ons: +\$620,000 (Kroll collects emails on-site) +\$2,295,000 (text message Option 1; collect and examine 1,800 devices)</p>	<p>60.5%</p>

<p>Deliverables</p> <p>Twice monthly over the phone check-ins with the project team and the City's Contract Manager. Mid-project meeting will occur in Austin.</p> <p>Any findings or recommendations of value shall be communicated with the City during conference calls and included in the final report.</p> <p>The Contractor will present before the Public Safety Committee, and any other Committees or Commissions or groups as requested by the City.</p> <p>The Contractor shall present publicly an interim report that includes priority areas and an analysis of expressed behavior and patterns, and any immediate recommendations for reform to the Austin's City Council.</p> <p>The Contractor may receive request for updates from the project team or City Council and should respond in a timely manner.</p> <p>Any reports completed ahead of time should be submitted to the City at the time of completion.</p> <p>The contractor will present the final report to City Council.</p> <p>A framework for City Management's delivery of regular reoccurring reports to the Public Safety Commission, Public Safety Committee and City Council on APD's progress towards achieving the fair administration of justice (Strategic Plan 2023)</p>	<p><u>Human/AI-assisted review of emails:</u> Kroll professionals will then review and analyze the past five years' of City email for all APD sworn personnel, including the approximately 1,800 current sworn personnel and the additional 500-600 former personnel who served during that time frame. Because the data will be hosted in Kroll's secure Relativity platform, the review will be facilitated by advanced searching and analytics, machine learning, and visualization capabilities to assist in the identification of problematic communications.</p> <p>Text and IM communications on APD devices – Option 1: <u>Collect all devices:</u> Kroll staff would meet with APD Officers, take custody of their phones, and perform the imaging with Cellebrite. [Assumes 1,800 devices and 3 hours to collect each device.]</p> <p><u>Export text messages and/or chats:</u> We will load the collected images into Cellebrite LegalView and export all text and chat communications into Relativity short message format for processing. [Assumes 1,800 images and 0.5 hours to extract messages from each image.]</p> <p><u>Process and host for review:</u> We will process the extracted data into Relativity for review. [Assumes a maximum data size of 3.6 TB (2 GB per Custodian) and hosting for 8 months.]</p> <p><u>Setup, support & analytics:</u> The Relativity analytics process will work well for the data once it is put into the Relativity short message format by Cellebrite. [Assumes 120 Hours Setup, 10 Hours Support per Month, for 8 months (200 Hours).]</p> <p><u>AI-assisted review of text messages:</u> Once the text and instant messages are uploaded to the Relativity database, Kroll professionals will substantively review and analyze them in a similar fashion as the email review.</p>			<p>+\$400,000 (social media review of 2,500 current and former</p>	
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	<p><i>**Text or IM communications on APD devices – Option 2:</i> <i>Alternatively, to save substantial costs (i.e., \$2,295,000) Kroll would identify a random sampling of officers from the full custodian list and limit collection, imaging, and review to approximately 10% of current sworn personnel (180 devices). All of the above steps would then be performed on this smaller amount of data.</i></p> <p>Social media identification and review: Kroll will begin by identifying the social media accounts and online forum activity (insofar as possible), going back five years, for all APD sworn personnel, including the approximately 1,800 current sworn personnel and (if requested) the additional 500-600 former personnel who served during that period. Kroll will then review and analyze the content of the online communications by utilizing relevant keywords, AI-assisted review, image recognition, web scraping, and the informed judgment of Kroll's research team.</p> <p>Deliverables Kroll will update City Council and other public bodies along with the City Contract Manager as requested and provide our findings and recommendations in a final written report to City Council. Preliminary findings will be reported in an interim report, if requested.</p>				
<p>Total Price of Contract</p>		<p>\$3,963,500 [assuming: City provides emails, text message Option 2 (180 devices), social media limited to 1,800 current personnel]</p> <p><u>Optional add-ons:</u> +\$620,000 (Kroll collects emails on-site) +\$2,295,000 (text message Option 1; collect and examine 1,800 devices) +\$400,000 (social media review of 2,500 current and former personnel)</p>			



Offer and Certifications

Solicitation No.
RFQS 4400 EAD4006

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OFFER CERTIFICATION

Instructions. Offerors shall complete and sign the Offer Certification section of this section as indicated. Offerors shall not complete any portions of the Acceptance section below. Submittals with incomplete and/or unsigned Offer Certification are not considered to be Offers and will be rejected as nonresponsive.

Company Name: **Kroll Associates, Inc.**

Company Address: **55 East 52nd Street**

City, State, Zip: **New York, NY 10055**

Company's Austin Finance Online Vendor Registration No. **V00000968263**

Company's Officer or Authorized Representative: **Mark J. Ehlers**

Title of Officer or Authorized Representative: **Managing Director**

Email: **mehlers@kroll.com**

Offeror's Phone: **267.640-6415**

Offeror's Signature: _____

Date: **July 16, 2020**

OFFER: The above signed, by his/her signature, represents that he/she is submitting a binding offer and is authorized to bind the respondent to fully comply with the solicitation document contained herein. The Offeror, by submitting and signing below, acknowledges that he/she has received and read the entire document packet including all revisions, and addenda and agrees to be bound by the terms therein.

ACCEPTANCE BY THE CITY

For City Staff only. The City will complete and sign this section only if the City accepts the Offer.

Contract Number: _____

Printed Name of City's Authorized Procurement Staff: _____

Title of City's Authorized Procurement Staff: _____

Signature: _____

Date: _____

Email: _____

Phone: _____

ACCEPTANCE: The Offer is hereby accepted. Contractor is now bound to sell the materials or services specified in the Contract.

NON-DISCRIMINATION AND NON-RETALIATION CERTIFICATION

Instruction. Offerors shall read and acknowledge this certification by checking the box below. Offerors that do not check the box below indicating their compliance with this certification shall be determined nonresponsive.



(Check)

OFFEROR HEREBY CERTIFIES

Offeror has read the following and will comply with Austin City Code, Sec. 5-4-2.

1. Not to engage in any discriminatory employment practice defined in this chapter;
2. To take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without discrimination being practiced against them as defined in this chapter, including affirmative action relative to employment, promotion, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training or any other terms, conditions or privileges of employment;
3. To post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Equal Employment/Fair Housing Office setting forth the provisions of this chapter.
4. To state in all solicitations or advertisements for employees placed by or on behalf of the Contractor, that all qualified applicants will receive consideration for employment without regard to race, creed, color, religion, national origin, sexual orientation, gender identity, disability, sex or age.
5. To obtain a written statement from any labor union or labor organization furnishing labor or service to Contractors in which said union or organization has agreed not to engage in any discriminatory employment practices as defined in this chapter and to take affirmative action to implement policies and provisions of this chapter.
6. To cooperate fully with City and the Equal Employment/Fair Housing Office in connection with any investigation or conciliation effort of the Equal Employment/Fair Housing Office to ensure that the purpose of the provisions against discriminatory employment practices are being carried out.
7. To require of all subcontractors having 15 or more employees who hold any subcontract providing for the expenditure of \$2,000 or more in connection with any contract with the City subject to the terms of this chapter that they do not engage in any discriminatory employment practice as defined in this chapter.

For the purposes of this Offer and any resulting Contract, Contractor adopts the provisions of the City's Minimum Non-Discrimination and Non-Retaliation Policy set forth below.

MINIMUM NON-DISCRIMINATION AND NON-RETALIATION POLICY

1. As an Equal Employment Opportunity (EEO) employer, the Contractor will conduct its personnel activities in accordance with established federal, state and local EEO laws and regulations. The Contractor will not discriminate against any applicant or employee based on race, creed, color, national origin, sex, age, religion, veteran status, gender identity, disability, or sexual orientation. This policy covers all aspects of employment, including hiring, placement, upgrading, transfer, demotion, recruitment, recruitment advertising, selection for training and apprenticeship, rates of pay or other forms of compensation, and layoff or termination.
2. The Contractor agrees to prohibit retaliation, discharge or otherwise discrimination against any employee or applicant for employment who has inquired about, discussed or disclosed their compensation.
3. Further, employees who experience discrimination, sexual harassment, or another form of harassment should immediately report it to their supervisor. If this is not a suitable avenue for addressing their complaint, employees are advised to contact another member of management or their human resources representative. No employee shall be discriminated against, harassed, intimidated, nor suffer any reprisal as a result of reporting a violation of this policy. Furthermore, any employee, supervisor, or manager who becomes aware of any such discrimination or harassment should immediately report it to executive management or the human resources office to ensure that such conduct does not continue.
4. Contractor agrees that to the extent of any inconsistency, omission, or conflict with its current non-discrimination and nonretaliation employment policy, the Contractor has expressly adopted the provisions of the City's Minimum Non-Discrimination Policy contained in Section 5-4-2 of the City Code and set forth above, as the Contractor's Non-Discrimination Policy or as an amendment to such Policy and such provisions are intended to not only supplement the Contractor's policy, but will also supersede the Contractor's policy to the extent of any conflict.
5. UPON CONTRACT AWARD, THE CONTRACTOR SHALL PROVIDE THE CITY A COPY OF THE CONTRACTOR'S NONDISCRIMINATION AND NON-RETALIATION POLICIES ON COMPANY LETTERHEAD, WHICH CONFORMS IN FORM, SCOPE, AND CONTENT TO THE CITY'S MINIMUM NON-DISCRIMINATION AND NON-RETALIATION POLICIES, AS SET FORTH HEREIN, OR THIS NON-DISCRIMINATION AND NON-RETALIATION POLICY, WHICH HAS BEEN ADOPTED BY THE CONTRACTOR FOR ALL PURPOSES WILL BE CONSIDERED THE CONTRACTOR'S NON-DISCRIMINATION AND NON-RETALIATION POLICY WITHOUT THE REQUIREMENT OF A SEPARATE SUBMITTAL.
6. Contractor agrees that non-compliance with Chapter 5-4 and the City's Non-Retaliation Policy may result in sanctions, including termination of the contract and suspension or debarment from participation in future City contracts until deemed compliant with the requirements of Chapter 5-4 and the Non-Retaliation Policy.
7. The Contractor agrees that this Non-Discrimination and Non-Retaliation Certificate of the Contractor's separate conforming policy, which the Contractor has executed and filed with the City, will remain in force and effect for one year from the date of filing. The Contractor further agrees that, in consideration of the receipt of continued Contract payment, the Contractor's Non-Discrimination and Non-Retaliation Policy will automatically renew from year-to-year for the term of the underlying Contract.

SUSPENSION AND DEBARMENT CERTIFICATION

Instruction. Offerors shall read and acknowledge this certification by checking the box below. Offerors that do not check the box below indicating their compliance with this certification shall be determined nonresponsive.



(Check)

OFFEROR HEREBY CERTIFIES

Offeror has **NOT** been debarred from contracting with the City of Austin, any other local governments or states, or the US federal government.

Suspended or Debarred Offerors. The City finds that offerors, including any subcontractors that may be included in the Offer, that are suspended or debarred from contracting with the US federal government, any state or local government, as of the submission date of their offer, are not sufficiently responsible to contract with the City. The City may reject and set aside any offer, or terminate for cause any contract resulting from an offer, in which the offeror falsely certified they were not suspended or debarred when in fact they were.

NON-COLLUSION AND NON-CONFLICT OF INTEREST CERTIFICATION

Instruction. Offerors shall read and acknowledge this certification by checking the box below. Offerors that do not check the box below indicating their compliance with this certification shall be determined nonresponsive.



(Check)

OFFEROR HEREBY CERTIFIES

Offeror has **NOT** engaged in collusion and is not aware of any conflicts of interests as described below.

Offeror. The term "Offeror", as used in this document, includes the individual or business entity submitting the Offer. For the purpose of this Affidavit, an Offeror includes the directors, officers, partners, managers, members, principals, owners, agents, representatives, employees, other parties in interest of the Offeror, and any person or any entity acting for or on behalf of the Offeror, including a subcontractor in connection with this Offer.

Anti-Collusion Statement. Offeror has not in any way directly or indirectly:

- a. colluded, conspired, or agreed with any other person, firm, corporation, Offeror or potential Offeror to the amount of this Offer or the terms or conditions of this Offer.
- b. paid or agreed to pay any other person, firm, corporation Offeror or potential Offeror any money or anything of value in return for assistance in procuring or attempting to procure a contract or in return for establishing the prices in the attached Offer or the Offer of any other Offeror.

Preparation of Solicitation and Contract Documents. Offeror has not received any compensation or a promise of compensation for participating in the preparation or development of the underlying Solicitation or Contract documents. In addition, the Offeror has not otherwise participated in the preparation or development of the underlying Solicitation or Contract documents, except to the extent of any comments or questions and responses in the solicitation process, which are available to all Offerors, so as to have an unfair advantage over other Offerors, provided that the Offeror may have provided relevant product or process information to a consultant in the normal course of its business.

Participation in Decision Making Process. Offeror has not participated in the evaluation of Offers or other decision making process for this Solicitation, and, if Offeror is awarded a Contract no individual, agent, representative, consultant, subcontractor, or sub-consultant associated with Offeror, who may have been involved in the evaluation or other decision making process for this Solicitation, will have any direct or indirect financial interest in the Contract, provided that the Offeror may have provided relevant product or process information to a consultant in the normal course of its business.

Present Knowledge. Offeror is not presently aware of any potential or actual conflicts of interest regarding this Solicitation, which either enabled Offeror to obtain an advantage over other Offerors or would prevent Offeror from advancing the best interests of the City in the course of the performance of the Contract.

City Code. As provided in Sections 2-7-61 through 2-7-65 of the City Code, no individual with a substantial interest in Offeror is a City official or employee or is related to any City official or employee within the first or second degree of consanguinity or affinity.

Chapter 176 Conflict of Interest Disclosure. In accordance with Chapter 176 of the Texas Local Government Code, the Offeror:

- a. does not have an employment or other business relationship with any local government officer of the City or a family member of that officer that results in the officer or family member receiving taxable income; Section 0810, Non-Collusion, 1 Revised 12/22/15 Non-Conflict of Interest, and Anti-Lobbying Certification;
- b. has not given a local government officer of the City one or more gifts, other than gifts of food, lodging, transportation, or entertainment accepted as a guest, that have an aggregate value of more than \$100 in the twelve month period preceding the date the officer becomes aware of the execution of the Contract or that City is considering doing business with the Offeror; and
- c. does not have a family relationship with a local government officer of the City in the third degree of consanguinity or the second degree of affinity.

ANTI-LOBBYING CERTIFICATION

Instruction. Offerors shall read and acknowledge this certification by checking the box below. Offerors that do not check the box below indicating their compliance with this certification shall be determined nonresponsive.



(Check)

OFFEROR HEREBY CERTIFIES

Offeror has and will continue to comply with the City's Anti-Lobbying Ordinance, Chapter 2-7, Article 6.

Applicability. This Solicitation is subject to City Code, Ch. 2-7, Article 6, Anti-Lobbying and Procurement.

No Lobbying Period. The No-Lobbying Period begins on the date this Solicitation was initially published and continues through the earlier of (i) 60-days following Council authorization of any contracts resulting from this Solicitation, (ii) the date the last resulting contract is signed, (iii) the date this Solicitation is cancelled.

Prohibited Communications. During the No Lobbying Period, Respondents to this Solicitation or their Agents, shall not make prohibited communications to City officials or City employees.

Ordinance. https://www.austintexas.gov/financeonline/afo_content.cfm?s=15&p=145

Rules. https://www.austintexas.gov/financeonline/afo_content.cfm?s=16&p=77

NONRESIDENT BIDDER AND MANUFACTURING CERTIFICATION

Instruction. Offerors shall read and checking the applicable boxes in response to both certifications below.

☒ **YES** ☐ **NO**
(Check One)

OFFEROR HEREBY CERTIFIES

Offeror **IS (YES)** or **IS NOT (NO)** a Nonresident Bidder in accordance with Texas Government Code Ch. 2252.002.

If "Yes" is checked, provide the name of the state where
Nonresident Bidder's Principle Place of Business is located.

Select State

(State)

☐ **YES** ☒ **NO**
(Check One)

OFFEROR HEREBY CERTIFIES

Offer **INCLUDES (YES)** or **DOES NOT INCLUDE (NO)** Equipment, Supplies and/or Materials in accordance with Texas Government Code Ch. 2252.002

If "YES" is checked, provide the name of the State where majority
of the Equipment, Supplies and/or Materials were manufactured

XXXXXXXXX Pennsylvania
Select State

(State or Country if outside the United States)

Reciprocal Preference. In accordance with Texas Government Code Ch. 2252.002 (see below), the City must apply a reciprocal preference to a Nonresident Bidder's offer, consistent with the applicable preference granted by the state of the Nonresident Bidder's principal place of business. The City will also apply a reciprocal preference to a Resident Bidder or Nonresident Bidder's offer, consistent with the applicable preference granted by the state where the majority of the equipment, supplies and/or materials were manufactured.

Resident bidder. An Offeror whose principal place of business is in Texas, including a contractor whose ultimate parent company or majority owner has its principal place of business in Texas.

Nonresident Bidder. An Offeror that is not a Resident Bidder.

Statute: <https://statutes.capitol.texas.gov/Docs/GV/htm/GV.2252.htm>

LOCAL PRESENCE CERTIFICATION – OPTIONAL

Instruction. Offerors wishing to claim Local Presence shall read and acknowledge this certification by checking the applicable box and providing the physical address below.

OFFEROR HEREBY CERTIFIES

Offeror's HEADQUARTERS or a BRANCH OFFICE is within the Austin Corporate City Limits.

☐ **HEADQUARTERS** Offeror's Physical Address.

☐ **BRANCH OFFICE** _____
(Physical Address of Offeror's Headquarters or Branch Office)

(Check One)

Benefit to the City. It is the City's policy that contracts with Offerors with Local Presence provides additional economic development opportunities including employment of City residents or increasing City tax revenues.

Local Presence. Offerors may claim Local Presence if at least one (1) of the following are located within the Austin Corporate City Limits, employing residents of Austin.

1. Headquarters; or
2. Branch office.

Austin Corporate City Limits. The City of Austin's Full Purpose Jurisdiction, not including the City's Extraterritorial Jurisdiction.

Headquarters. The Offer's administrative center where most of the company's important functions and full responsibility for managing and coordinating the business activities of the firm are located.

Branch Office. An office other than the Offeror's headquarters, that has been in place for at least five (5) years, where those persons that will be responsible for the provision of the goods and services described in this solicitation are located.

Subcontractors. Offerors may also claim Local Presence for any subcontractors included in their offer.

The same as Offerors, Subcontractors have Local Presence if either their Headquarters or Branch Office is located within the Austin Corporate City Limits. Local Presence for Subcontractors can only be claimed within the attached Compliance Plan OR Subcontractor Plan, and subject to further requirements including good faith efforts to subcontract with City certified Minority and Women-owned Business Enterprises. The City will not grant any Local Presence for proposed subcontractors if the Subcontract Plan is incomplete or is found to be inaccurate.

SUBCONTRACTING UTILIZATION FORM

In accordance with the City of Austin's Minority and Women-Owned Business Enterprises (M/WBE) Procurement Program (Program), Chapters 2-9A/B/C/D of the City Code and M/WBE Program Rules, this Solicitation was reviewed by the Small and Minority Business Resources Department (SMBR) to determine if M/WBE Subcontractor/Sub-Consultant ("Subcontractor") Goals could be applied. Due to insufficient subcontracting/subconsultant opportunities and/or insufficient availability of M/WBE certified firms, SMBR has assigned no subcontracting goals for this Solicitation. However, Offerors who choose to use Subcontractors must comply with the City's M/WBE Procurement Program as described below. Additionally, if the Contractor seeks to add Subcontractors after the Contract is awarded, the Program requirements shall apply to any Contract(s) resulting from this Solicitation.

Instructions:

- a.) Offerors who do not intend to use Subcontractors shall check the "NO" box and follow the corresponding instructions.
 b.) Offerors who intend to use Subcontractors shall check the applicable "YES" box and follow the instructions. **Offers that do not include the following required documents shall be deemed non-compliant or nonresponsive as applicable, and the Offeror's submission may not be considered for award.**

☐ **NO, I DO NOT intend to use Subcontractors/Sub-consultants.**

Instructions: Offerors that do not intend to use Subcontractors shall complete and sign this form below (Subcontracting/Sub-Consulting ("Subcontractor") Utilization Form) and include it with their sealed Offer.

☒ **YES, I DO intend to use Subcontractors /Sub-consultants.**

Instructions: Offerors that do intend to use Subcontractors shall complete and sign this form below (Subcontracting/Sub-Consulting ("Subcontractor") Utilization Form), and follow the additional Instructions in the (Subcontracting/Sub-Consulting ("Subcontractor") Utilization Plan). Contact SMBR if there are any questions about submitting these forms.

Offeror Information			
Company Name	The Bingham Group, LLC		
City Vendor ID Code	V00000941850		
Physical Address	222 West Avenue		
City, State Zip	Austin, TX 78701		
Phone Number	785-640-9972	Email Address	aj@binghamgp.com
Is the Offeror City of Austin M/WBE certified?	<input type="checkbox"/> NO <input checked="" type="checkbox"/> YES Indicate one: <input checked="" type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> MBE/WBE Joint Venture		
Offeror Certification: I understand that even though SMBR did not assign subcontract goals to this Solicitation, I will comply with the City's M/WBE Procurement Program if I intend to include Subcontractors in my Offer. I further agree that this completed Subcontracting/Sub-Consulting Utilization Form , and if applicable my completed Subcontracting/Sub-Consulting Utilization Plan , shall become a part of any Contract I may be awarded as the result of this Solicitation. Further, if I am awarded a Contract and I am not using Subcontractor(s) but later intend to add Subcontractor(s), before the Subcontractor(s) is hired or begins work, I will comply with the City's M/WBE Procurement Program and submit the Request For Change form to add any Subcontractor(s) to the Project Manager or the Contract Manager for prior authorization by the City and perform Good Faith Efforts (GFE), if applicable. I understand that, if a Subcontractor is not listed in my Subcontracting/Sub-Consulting Utilization Plan , it is a violation of the City's M/WBE			

Procurement Program for me to hire the Subcontractor or allow the Subcontractor to begin work, unless I first obtain City approval of my **Request for Change** form. I understand that, if a Subcontractor is not listed in my **Subcontracting/Sub-Consulting Utilization Plan**, it is a violation of the City's M/WBE Procurement Program for me to hire the Subcontractor or allow the Subcontractor to begin work, unless I first obtain City approval of my **Request for Change** form.

Mark J. Ehlers, Managing Director

7/16/2020

Name and Title of Authorized Representative (Print or Type)

Signature/Date

SUBCONTRACTING UTILIZATION PLAN

INSTRUCTIONS: Offerors who DO intend to use Subcontractors may utilize M/WBE Subcontractor(s) or perform Good Faith efforts when retaining Non-certified Subcontractor(s). Offerors must determine which type of Subcontractor(s) they are anticipating to use (CERTIFIED OR NON-CERTIFIED), check the box of their applicable decision, and comply with the additional instructions associated with that particular selection.

☒ I intend to use City of Austin CERTIFIED M/WBE Subcontractor/Sub-consultant(s).

Instructions: Offerors may use Subcontractor(s) that ARE City of Austin certified M/WBE firms. Offerors shall contact SMBR (512-974-7600 or SMBRComplianceDocuments@austintexas.gov) to confirm if the Offeror's intended Subcontractor(s) are City of Austin certified M/WBE and if these firm(s) are certified to provide the goods and services the Offeror intends to subcontract. If the Offeror's Subcontractor(s) are current valid certified City of Austin M/WBE firms, the Offeror shall insert the name(s) of their Subcontractor(s) into the table below and must include the following documents in their sealed Offer:

- Subcontracting/Sub-Consulting Utilization Form (completed and signed)
- Subcontracting/Sub-Consulting Utilization Plan (completed)

☐ I intend to use NON-CERTIFIED Subcontractor/Sub-Consultant(s) after performing Good Faith Efforts. **

Instructions: Offerors may use Subcontractors that ARE NOT City of Austin certified M/WBE firms ONLY after Offerors have first demonstrated Good Faith Efforts to provide subcontracting opportunities to City of Austin M/WBE firms.

STEP ONE: Contact SMBR for an availability list for the scope(s) of work you wish to subcontract;

STEP TWO: Perform Good Faith Efforts (Check List provided below);

STEP THREE: Offerors shall insert the name(s) of their certified or non-certified Subcontractor(s) into the table below and must include the following documents in their sealed Offer:

- Subcontracting/Sub-Consulting Utilization Form (completed and signed)
- Subcontracting/Sub-Consulting Utilization Plan (completed)
- All required documentation demonstrating the Offeror's performance of Good Faith Efforts (see Check List below)

**Please see attached separate document on subcontractor utilization.

GOOD FAITH EFFORTS CHECK LIST –

When using NON-CERTIFIED Subcontractor/Sub-consultants(s), **ALL of the following CHECK BOXES MUST be completed in order to meet and comply with the Good Faith Effort requirements and all documentation must be included in your sealed Offer. Documentation CANNOT be added or changed after submission of the bid.**

☐ **Contact SMBR.** Offerors shall contact SMBR (512-974-7600 or SMBRComplianceDocuments@austintexas.gov) to obtain a list of City of Austin certified M/WBE firms that are certified to provide the goods and services the Offeror intends to subcontract out. (Availability List). Offerors shall document their contact(s) with SMBR in the "SMBR Contact Information" table on the following page.

☐ **Contact M/WBE firms.** Offerors shall contact all of the M/WBE firms on the Availability List with a Significant Local Business Presence which is the Austin Metropolitan Statistical Area, to provide information on the proposed goods

and services proposed to be subcontracted and give the Subcontractor the opportunity to respond on their interest to bid on the proposed scope of work. When making the contacts, Offerors shall use at least two (2) of the following communication methods: email, fax, US mail or phone. Offerors shall give the contacted M/WBE firms at least seven days to respond with their interest. Offerors shall document all evidence of their contact(s) including: emails, fax confirmations, proof of mail delivery, and/or phone logs. These documents shall show the date(s) of contact, company contacted, phone number, and contact person.

- ☐ **Follow up with responding M/WBE firms.** Offeror shall follow up with all M/WBE firms that respond to the Offeror's request. Offerors shall provide written evidence of their contact(s): emails, fax confirmations, proof of mail delivery, and/or phone logs. These documents shall show the date(s) of contact, company contacted, phone number, and contact person.
- ☐ **Advertise.** Offerors shall place an advertisement of the subcontracting opportunity in a local publication (i.e. newspaper, minority or women organizations, or electronic/social media). Offerors shall include a copy of their advertisement, including the name of the local publication and the date the advertisement was published.
- ☐ **Use a Community Organization.** Offerors shall solicit the services of a community organization(s); minority persons/women contractors'/trade group(s); local, state, and federal minority persons/women business assistance office(s); and other organizations to help solicit M/WBE firms. Offerors shall provide written evidence of their Proof of contact(s) include: emails, fax confirmations, proof of mail delivery, and/or phone logs. These documents shall show the date(s) of contact, organization contacted, phone number, email address and contact person.

(Offerors may duplicate this page to add additional Subcontractors as needed)

Subcontractor/Sub-consultant	
City of Austin Certified	<input checked="" type="checkbox"/> MBE <input type="checkbox"/> WBE Ethnic/Gender Code: <input type="checkbox"/> NON-CERTIFIED
Company Name	The Bingham Group
Vendor ID Code	V00000941850
Contact Person	A.J. Bingham Phone Number: 786-640-9972
Additional Contact Info	Fax Number: E-mail: aj@binghamgp.com
Amount of Subcontract	\$
List commodity codes & description of services	91858
Justification for not utilizing a certified MBE/WBE	

Subcontractor/Sub-consultant	
City of Austin Certified	<input type="checkbox"/> MBE <input type="checkbox"/> WBE Ethnic/Gender Code: <input checked="" type="checkbox"/> NON-CERTIFIED
Company Name	Transparency Matters, LLC
Vendor ID Code	
Contact Person	John R. "Rick" Brown Phone Number: 717-712-2066
Additional Contact Info	Fax Number: E-mail: rbrown@transparencymattersllc.com
Amount of Subcontract	\$
List commodity codes & description of services	95231
Justification for not utilizing a certified MBE/WBE	See attached Note on Subcontractor Utilization. Please note Mr. Brown is MBE certified, just not in Austin, TX.

SMBR Contact Information			
SMBR Contact Name	Contact Date	Means of Contact	Reason for Contact
Rachelle Delouis	6/29/20, 6/30/20 and 7/1/20	<input type="checkbox"/> Phone OR <input checked="" type="checkbox"/> Email	Requested distribution list of City of Austin's certified MBE's.

FOR SMALL AND MINORITY BUSINESS RESOURCES DEPARTMENT USE ONLY:

Having reviewed this plan, I acknowledge that the Offeror ☒ HAS or ☐ HAS NOT complied with these instructions and City Code Chapters 2-9A/B/C/D, as amended.

Rachelle Delouis

8/5/2020

Reviewing Counselor

Date

I have reviewed the completing the Subcontracting/Sub-Consultant Utilization Plan and ☒ Concur ☐ Do Not Concur with the Reviewing Counselor's recommendation.

Tamela Saldana

8.5.2020

Director/Assistant Director or Designee

Date



July 16, 2020

Comprehensive Evaluation of Historical Racism, Bigotry, and Discrimination Involving the Austin Police Department

Response to Request for Qualifications Statement Prepared for

City of Austin, Texas

Solicitation No. RFQS 4400 EAD 4006

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ATTACHMENTS

Resumes / CVs

Sample Reports

1. Executive Summary

Section 1: Executive Summary provides a concise summary of the Project Team's qualifications related to the RFQS, including a brief overview of Kroll, its history and experience, and how we are the most qualified to carry out the Scope of Work, as requested at Section 10.1 of the RFQS.

Kroll, a division of Duff & Phelps, is an internationally recognized leader in global investigations and risk management. Established in 1972, we serve non-profit and non-governmental organizations, educational institutions, government agencies, law firms, and corporations. Our global team – including former prosecutors and law enforcement officers, career investigators, investigative journalists, research analysts, and cybersecurity specialists, among others – has decades of investigative experience. Our mission is to develop and support facts, determine credibility, reach findings with independence and objectivity, and help clients navigate change in their ongoing efforts to improve.

In response to the Request for Qualifications Statement ("RFQS"), Solicitation No. RFQS 4400 EAD 4006, Kroll proposes a core Project Team to work on the engagement from start to finish that will maintain continuity with other available firm resources, as needed. The Project Team possesses the ideal combination of executive-level law enforcement, community engagement, monitoring, and academic/research experience necessary to facilitate a comprehensive evaluation of the Austin Police Department (APD) and to recommend valid reform measures. As a result, the Project Team fully understands the requirements of the RFQS and our capacity to perform the required Scope of Work.

The Project Team – Subject Matter Experts

The core subject matter experts designated for this project include two nationally renowned policing experts with decades of experience in senior executive leadership roles of major police departments, where they led efforts to develop and enhance bias-free policing and police-citizen engagement; an academic researcher and professor with unprecedented levels of experience studying policing bias and consulting with police departments throughout the United States; a nationally-renowned expert in the design, development, validation, and administration of large-scale public safety human capital projects, with special expertise in inclusive selection and promotional systems; and two widely-respected civic leaders with decades of experience working with government officials, elected officials, and community leaders. Collectively, these experts are equipped to help the City of Austin make APD a best-in-class police department.



John R. "Rick" Brown is a former Lieutenant Colonel and Deputy Commissioner for Administration and Professional Responsibility of the Pennsylvania State Police (PSP). During his 29-year tenure, Brown oversaw the PSP's reform and accountability efforts in the areas of misconduct, sexual harassment, sworn member domestic violence, use of force, and early intervention/risk management initiatives. He developed the PSP's Equal Employment Opportunity Office's statewide liaison program and had oversight of citizen complaints that alleged discrimination or disparate treatment. Brown also oversaw the PSP's five-year Police-Citizen Contact Project, which utilized applied research techniques to assess the extent to which PSP

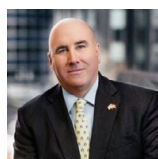
officers engaged in racial or biased-based policing. Brown subsequently oversaw the implementation of proactive training and operational strategies to monitor and prevent racial profiling.

In 2010, following a distinguished career in law enforcement, Brown created Transparency Matters, LLC, a certified Minority-owned Business Enterprise (“MBE”) that focuses on assisting large and small police departments around the country. Brown has focused on building transparent policing policies and process change that provides organizational efficiencies, accountability, diversity, community education, training, and monitoring.



Dr. Robin Engel, a Professor of Criminal Justice at the University of Cincinnati (“UC”) and Director of the International Association of Chiefs of Police (“IACP”) / UC Center for Police Research and Policy, is a nationally recognized expert on biased-based policing and one of the top-ranked female academics in the country. Dr. Engel has studied and written extensively on biased-based policing and worked with police departments throughout the United States to help them improve and reform. She has published over 60 peer-reviewed articles and book chapters and conducted research on such topics as biased-based policing, police-community relations, police use of force, police use of discretion / decision making, police legitimacy, violence reduction initiatives, reform efforts, and problem-oriented policing.

Dr. Engel has conducted statistical analyses examining racial/ethnic disparities in policing outcomes for over a dozen jurisdictions. She is currently a Governor-appointed member of the *Ohio Collaborative Community-Police Advisory Board*, and the co-chair of the International Association of Chiefs of Police’s *Research Advisory Council*. She also has previously served on several advisory boards specifically related to bias-based policing practices.



Daniel Linskey, former Superintendent-in-Chief of the Boston Police Department, is a nationally renowned expert in urban policing and community relations. From 2009 to 2014, then Chief Linskey oversaw the day-to-day operation of a 3,000-person department with a budget of over \$300 million. As Head of the BPD, Chief Linskey helped guide the BPD to a 30% reduction in part I crime and developed and oversaw the BPD’s social media, recruitment, community outreach, and engagement strategies, which have been cited as among the best practices in police management in the United States. Chief Linskey also changed the management and response of BPD to large-scale public disorder events. He oversaw the peaceful and successful management of the Boston Occupy movement and earned an international reputation at planning and overseeing major special events, and as the Incident Commander during the Boston Marathon Bombing Attack.

Chief Linskey was part of a team sent to St. Louis County to assist the Department of Justice with an assessment of the St. Louis County Police Department and collaborative reform project following the events in Ferguson, Missouri in 2014. He is a frequent commentator on proper police tactics for national news organizations.



Dr. Cassi L. Fields is an expert in the design, development, validation, and administration of large-scale public safety human capital projects, with special expertise in selection and promotional systems in organizations with a history of alleged employment discrimination. Dr. Fields has pioneered many of the nation's most successful human capital selection initiatives, promotion and training programs, and routinely teaches and writes about implicit bias. Since receiving her Ph.D. in 1989, Dr. Fields has dedicated her career to helping public safety agencies remove roadblocks for people of diverse backgrounds compete for promotions. She has developed hundreds of assessment centers for police, fire, and sheriff departments throughout the United States.



J. Larry Mayes will serve as Project Advisor and add his expertise and perspective on community engagement strategies and civilian input into police internal investigations. Mayes has worked with government officials and community leaders for more than two decades. From 2004 to 2010, Mayes served as the Cabinet Chief of Human Services for the City of Boston, where he led joint government/community-based initiatives to reduce crime and stabilize communities. Currently he serves as Vice President of Programs for Catholic Charities in Boston, where he leads the organization's statewide programs on adult education, immigration resettlement and legal services, childcare, and new poverty strategies. In 2014, Mayes was appointed to the Community Ombudsman Oversight Panel, which reviews the BPD's Internal Affairs citizen complaint cases.



A.J. Bingham will serve as an expert in multi-cultural community outreach in Austin, facilitate local community input into police-citizen interactions, and provide insight into and help Kroll navigate Austin's business, civic, and non-profit communities. Bingham is Founder and CEO of The Bingham Group, LLC, a City of Austin-certified MBE and full-service consulting firm that represents and advises clients on legislative and regulatory matters throughout Texas. An Austin native, Bingham is active in the community and serves on the boards of the Young Men's Business League of Austin, the Austin Trail of Lights Foundation, and the Long Center for the Performing Arts. A lawyer by background, Bingham received his B.A. in Political Science from Wake Forest University, and law degree from Washburn University School of Law.

Engagement Leader / Project Manager

The engagement will be managed and coordinated by Kroll Managing Director **Mark J. Ehlers**, a former federal prosecutor who has managed and conducted several past high-profile reviews of police departments and other complex investigations and reviews. A first-rate report writer, Ehlers is the Head of Kroll's Philadelphia office and a Co-Leader of Kroll's Title IX and Sexual Misconduct Investigations Practice. Ehlers will work closely with the core subject-matter experts to ensure that all requirements of the Scope of Work are completed to satisfaction.

Additional Kroll Support

The Project Team's work will be supported by Kroll's extensive research and data analysis capabilities, eDiscovery tools, and video analysis and enhancement expertise. Kroll will utilize qualitative and quantitative approaches in assessing and evaluating the operations of the APD, how the department implements and enforces its policies and procedures, and the impact of APD's operational practices on the City and surrounding communities.

2. Authorized Negotiator

Section 2: Authorized Negotiator provides the name, address, email, and telephone number of the person at Kroll authorized to negotiate Contract terms and render binding decisions on Contract matters, as requested at Section 10.2 of the RFQS.

Kroll's key point of contact and the person authorized to negotiate Contract terms and render binding decisions on Contract matters is:

Mark J. Ehlers
Managing Director
Kroll / Duff & Phelps
2000 Market Street, Suite 2700
Philadelphia, PA 19103
O: +1 215.568.8305
M: +1 267.640.6415
MEhlers@Kroll.com

3. Kroll / Project Team - Professional Experience

Section 3: Kroll / Project Team Professional Experience provides in detail the Kroll Project Team's individual and collective experience, specifically addressing each item in Section 500 Scope of Work under 3.1, as requested at Section 10.3 of the RFQS.

The case examples below reflect the breadth of the Project Team's work investigating and reviewing the actions and operations of police departments throughout the United States over the past approximately ten years. Other examples of public sector investigations are also included. We believe the collective experience of our Project Team demonstrates our qualifications consistent with the RFQS requirements set forth in the Scope of Work and Contractor Qualifications.

3.1 Police Department Investigations and Reviews

Kroll and/or the Project Team members have conducted dozens of police department investigations and reviews, including those focused on policing bias, workplace culture, and alleged misconduct. Some relevant case examples are provided below:

- **University of Cincinnati Police Department ("UCPD"):** On July 19, 2015, a white UCPD officer shot and killed an unarmed, African American motorist during an off-campus traffic stop. UC retained Kroll to conduct the UCPD internal administrative review and investigation of the July 19 incident. Kroll reviewed all aspects of the incident and police response, including UCPD personnel actions associated with the incident. Following an investigation led by Mark Ehlers and Rick Brown, Kroll's findings addressed the traffic stop, the officer's use of deadly force, UCPD's response to the incident, the truthfulness and cooperation of UCPD officer with all relevant investigations, and the officers' compliance or non-compliance with all relevant UCPD policies and procedures. On August 31, 2015, Kroll issued a 60-page report containing its findings and recommendations¹ (see **Appendix**).
 - Within a week following the fatal police shooting, UC created the Office of Safety and Reform and appointed Dr. Robin Engel as Vice President, charged with the design and implementation of systematic university police reform and rebuilding of community trust. Dr. Engel assumed direct oversight of the Department of Public Safety, staffed with roughly 160 employees, and reported directly to the University President and the University's Board of Trustees. She developed and implemented a three-year police reform plan that included: overseeing several external reviews; completing a two-

¹

<https://www.uc.edu/content/dam/uc/publicsafety/docs/Reform/documents/Kroll%20Report%20of%20Investigation%208.31.2015.pdf>

year voluntary external monitorship (the first of its kind); hiring and managing new leaders; implementing significant changes to policy, training, and practice; securing additional resources and budget management; implementing evidence-based strategies to reduce crime; creating a community advisory council; handling all related media inquiries along with community concerns, complaints, and protests; working in partnership with UC's Office of General Counsel for all related litigation; and successful negotiations with four separate staff unions. In January 2019, the Office of Safety and Reform was dissolved after the UCPD was found in substantial compliance with 275 of the 276 external recommendations.

- **Maricopa County Sheriff's Office:** The Independent Monitor for the Maricopa County (Arizona) Sheriff's Office ("MCSO") selected Rick Brown as an expert on internal investigations and related training. The Independent Monitor was appointed pursuant to litigation before the Hon. G. Murray Snow of the United States District Court for the District of Arizona to address law enforcement bias against the Latino community, among other issues. In *Melendres v. Joseph M. Arpaio, Sheriff, Maricopa County, et al.*, the initial court order specifically required the MCSO to promulgate policies prohibiting discriminatory policing and racial profiling to ensure bias-free policing. On October 2, 2013, the Court permanently enjoined the Defendants in part from (1) using race or Latino ancestry as a factor in determining whether to stop any vehicle; (2) using race or Latino ancestry as a factor in making law enforcement decisions with respect to whether any Latino occupant of a vehicle may be in the country without authorization; and (3) detaining Latino occupants of a vehicle stopped for traffic violations for a period longer than reasonably necessary to resolve the traffic violation in the absence of reasonable suspicion that any of the vehicle's occupants have committed or are committing a violation of federal or state criminal law.

The court also found that the Sheriff's Office manipulated the internal affairs process to minimize imposing discipline on deputies and command staff whose actions violated the rights of the Plaintiff class. During this engagement, Brown was responsible for assessing completed citizen's complaints and the agency's internal investigations.² He also developed customized 40-hour scenario-based internal investigation training for the agency's Professional Standards Bureau that was adopted by the agency after approval by the parties. The monitorship and technical assistance engagement was completed in March 2018.

- **Oakland Police Department:** Rick Brown was selected to assist the Office of the Independent Monitor of the Oakland Police Department pursuant to the negotiated settlement agreement in

² Manuel de Jesus Ortega Melendres, on behalf of himself and all others similarly situated, et al. v. Joseph M. Arpaio, in his individual capacity as Sheriff of Maricopa County, AZ, et al., in the United States District Court for the District of Arizona (Supplemental Permanent Injunction/Judgment Order, No. CV-07-02513-PHX-GMS, filed October 2, 2013, and Second Amended Second Supplemental Permanent Injunction/Judgment Order, No. CV-07-2513-PHX-GMS, filed July 26, 2016.)

the case of *Delphine Allen, et al., vs. City of Oakland, et al.* (N.D. Cal.) under the direction of the Hon. Thelton E. Henderson. From May 2010 to February 2015, Brown assessed the Department's use of force cases (approximately 90 to 100 cases per quarter), including the use of deadly force, and their supervisory/command reviews (Force Review Boards).³ The cases involved all types of uses of force, including officer involved shootings. Brown also assisted the team as needed on the monitoring of Oakland Police Department's vehicle stops, data collection, and analysis for evidence of racial bias.

- Puerto Rico Police Department:** On September 5, 2011, the U.S. Department of Justice, Civil Rights Division, notified the Governor of Puerto Rico, that its investigation into the Puerto Rico Police Department ("PRPD") had found that PRPD officers engaged in a pattern or practice of (1) excessive force, (2) unconstitutional searches and seizures, and (3) unreasonable force and other misconduct designed to suppress the exercise of First Amendment rights; that the PRPD frequently failed to investigate sex crimes and incidents of domestic violence; and that PRPD had engaged in discriminatory policing practices that targeted individuals of Dominican descent. Rick Brown was selected as a subject matter expert by the PRPD, the second largest police department in the United States, to work with the Superintendent of Professional Responsibility on Community Outreach, Complaint Reception and Processing, Internal Investigations, Member/Employee Discipline, and Training. Brown provided technical assistance in addressing a backlog of citizen complaints, internal investigations, and employee discipline. He also developed a triage to identify and resolve pending training and discipline issues with High Risk and Low Risk Officers. His work was completed in 2015.
- Detroit Police Department:** The Office of the Independent Monitor of the City of Detroit Police Department ("DPD") selected Rick Brown to assist as a subject-matter expert pursuant to the July 18, 2003 consent decree arising out of a suit brought by the United States Department of Justice in the United States District Court for the Eastern District of Michigan under the direction of the Hon. Julian Abele Cook. During this engagement, Brown assessed the DPD's use of force cases (approximately 20 to 30 cases per quarter), including the use of deadly force, and their supervisory/command reviews (Command Level Force Review Team). Brown also engaged with community advocates as necessary near the end of the engagement. The monitorship and technical assistance engagement was completed in August 2014.
- Niagara Falls Police Department:** Rick Brown was selected to work with the Office of the Independent Auditor of the Niagara Falls (New York) Police Department ("NFPD") pursuant to a November 30, 2010 consent decree arising from litigation in the Supreme Court of the State of New York for Niagara County under the direction of Judge Ralph A. Boniello III.⁴

³ The review included examining officer-involved shootings, in-custody deaths, and police pursuits involving serious injury or death.

⁴ Andrew M. Cuomo, Attorney General of the State of New York v. The City of Niagara Falls and the Niagara Falls Police Department, Stipulated Consent Order, Supreme Court of the State of New York (November 30, 2010).

The consent decree arose out of an investigation by the New York Office of Attorney General of complaints from primarily African-American residents, which found that in many instances the NFPD had not adequately investigated and prevented excessive use of force, including by physical force, Taser instruments, and oleoresin capsicum spray ("OC spray"); and that some officers and supervisors failed to follow department protocols designed to ensure proper police practice, including regarding the use of force and citizen encounters. Brown provided technical assistance in Section 12 of the Consent Decree specifically relating to citizen encounters and cultural diversity. Brown assessed citizen's complaints, internal investigations, use of force, and community engagement and assisted the NFPD in developing a training protocol on cultural diversity, which included training on interaction with persons of different races, ethnicities, religious groups, sexual orientations, genders, and persons with disabilities. The auditing and technical assistance engagement was completed in February 2015. The City of Nagara Falls has since implemented changes and indicated its desire to continue to reform its police policies and procedures to ensure appropriate use of force in all instances; respectful and effective policing; and fair and equal treatment of all citizens, regardless of race, color or national origin.

- **Hartford Police Department:** The U.S. Department of Justice, Office for Justice Programs, Diagnostic Center retained Rick Brown and Dr. Cassi Fields in September 2017 to evaluate the efforts of the Hartford Police Department ("HPD") in recruitment, hiring, and retention policies and programs. HPD sought Brown's and Dr. Fields' assistance to improve HPD's diversity and resident candidate pool and to better understand where gaps existed in their recruiting and retention efforts. The engagement was completed in May 2018.
- **Springettsbury Township (Pennsylvania) Police Department:** The U.S. Department of Justice, Office for Justice Programs, Diagnostic Center retained Rick Brown as a subject-matter expert to assess the Springettsbury Township Police Department's practices and policies related to police-community relations, citizen's complaints, internal investigations, discipline, use of force, and related policies. Brown subsequently developed and provided internal affairs training and other technical assistance to the Department. This engagement was completed in August 2018.
- **Baltimore Police Department:** The U.S. Department of Justice, Special Litigation Section in Washington, DC retained Rick Brown as an expert witness and litigation consultant to assist in the DOJ's pattern and practice investigation of the Baltimore Police Department ("BPD")⁵. The investigation focused on allegations that BPD officers engaged in a pattern and practice of unconstitutional conduct, including use of excessive force, discriminatory policing, and unconstitutional stops, searches, seizures and arrests. Brown assessed the appropriateness

⁵ The DOJ's investigation of the City of Baltimore Police Department was pursuant to the Violent Crime Control and Law Enforcement Act of 1994, 42 U.S.C. Section 14141.

of the Department's use of force and the resulting investigations of those cases. These assessments became part of the DOJ's findings that led to a federal consent decree. The engagement was completed in August 2016.⁶

- **Bias-based policing, policy, and statistical consulting work:** Dr. Robin Engel presently works with, or previously worked with, the following police department and law enforcement agencies as a bias-based policing, policy, and statistical consultant:
 - **New York Police Department:** 2020 – present
 - **Fairfax (VA) Police Department:** 2020 – present
 - **Cincinnati Police Department:** 2007 – 2015
 - **Oklahoma State Attorneys General Office** 2013 – 2014
 - **Fairfield (Ohio) Police Department** 2007 – 2008
 - **Nebraska State Patrol** 2006 – 2008
 - **Ohio State Highway Patrol** 2005 – 2007
 - **Pennsylvania State Police** 2001 – 2010
 - **New Jersey State Attorney General** 2005 – 2006
 - **United States Attorney, District of Arizona** 2004 – 2006
 - **Coconino County (AZ) District Attorney** 2004 – 2005

- **St. Louis County Police Department:** Dan Linskey was part of a team selected by the U.S. Department of Justice through the National Police Foundation to assist the St. Louis County Police Department in their collaborative reform project in response to an officer-involved shooting in Ferguson, Missouri. The project resulted in a published report, authored in part by Linskey, entitled: *Collaborative Reform Initiative: An Assessment of the St. Louis County Police Department*.⁷

- **University of Chicago Police Department:** The University of Chicago retained Kroll in November 2016 to perform a comprehensive review of the University of Chicago Police Department ("UCPD") operations and to assess the UCPD's implementation of recommendations previously submitted by a small consultancy in a 2008 report. Kroll was also asked to examine current staffing levels and patrol areas, the UCPD's use of technology, equipment, and infrastructure, and the effectiveness of its collaboration with the Chicago Police Department. In carrying out the assignment, which was conducted by Dan Linskey,

⁶ On April 7, 2017, the City of Baltimore and the Department of Justice entered into a [Consent Decree](#) to resolve DOJ's findings that the Baltimore City Police Department had engaged in a pattern and practice of conduct that violated the First, Fourth, and Fourteenth Amendments to the United States Constitution, and certain provisions of federal statutory law. See *United States of America v. Police Department of Baltimore City, et al.*, Case: 1:17-cv-00099, filed January 12, 2017 in the United States District Court for the State of Maryland.

⁷ <https://www.policefoundation.org/publication/collaborative-reform-initiative-an-assessment-of-the-st-louis-county-police-department/>

Rick Brown and Mark Ehlers, Kroll identified opportunities to help UCPD improve community engagement strategies and develop a detailed implementation roadmap for achieving desired goals. Kroll's review and written report, which was submitted to the UCPD in February 2017, was intended to serve as a roadmap for UCPDs reform agenda and to help establish a culture of transparency, legitimacy, fairness, collaboration, inclusion, diversity, and innovation within the UCPD. Kroll's report and recommendations were well-received and accepted by the UCPD.

- **North Carolina State Highway Patrol ("NCSHP"):** The North Carolina Department of Crime Control and Public Safety retained Kroll to independently review the NCSHP following a series of public disclosures of personal misconduct involving sworn Troopers. Reports of alleged Trooper misconduct were brought to light in a series of articles published in the *Raleigh News and Observer* and other media outlets. In response, then Governor Mike Easley ordered that the NCSHP undertake a thorough review of its hiring and selection process, ethics, and supervisory training, to determine what was wrong and to recommend and implement solutions. Mark Ehlers helped lead the review and authored the public report of Kroll's findings and recommendations in April 2008. (See **Appendix**).
- **Braintree (Massachusetts) Police Department:** In September 2016, the Town of Braintree, Massachusetts retained Kroll to conduct an independent administrative investigation of the Braintree Police Department's ("BPD" or "Department") evidence management program. The investigation, led by Dan Linskey, stemmed from the findings of an independent audit which identified discrepancies and concerns with the Department's evidence management program, including unaccounted for cash, narcotics and firearms, as well as several other concerns, including potentially criminal actions and policy and procedural shortcomings that required additional investigation. The Town of Braintree engaged Kroll to review the audit results and assess the Department's internal policies and procedures pertaining to evidence handling, processing and storage. Kroll was also tasked with identifying factors that may have contributed to the deficiencies in the proper handling and safeguarding of evidence in the Braintree evidence room and to examine administrative actions that occurred prior to and subsequent to the death of a former evidence officer on May 19, 2016. Kroll interviewed over 100 individuals, reviewed tens of thousands of documents and emails, along with physical evidence, viewed hours of video, and conducted a full forensic financial audit. Kroll's investigation found that financial fraud had been committed by the Department's Chief Financial Officer and nonfeasance by the Chief and Deputy Chief of Police, which led to a referral for disciplinary charges, a criminal investigation, and the implementation of substantial reforms in the Department's evidence management program.
- **Salem (New Hampshire) Police Department:** In 2018, the Town of Salem, New Hampshire, retained Kroll to lead the audit and review the internal affairs program of the Salem Police Department ("SPD") along with a review of time and attendance practices of SPD personnel. The Town Manager sought the review after receiving complaints that senior leaders of the SPD were involved in misconduct, abusing town resources, and fraudulently claiming payment for hours not worked. There were also reports that the internal affairs division was

not properly investigating citizens' complaints. Under the direction of Dan Linskey, Kroll conducted witness interviews and reviewed thousands of documents, including emails, videos, social media posts, and other relevant SPD documents. Kroll documented a negative culture towards town officials and anyone who criticized police actions; identified evidence of misappropriation of funds and fraud at the highest levels; and documented actions that showed senior members of the SPD had actively thwarted the investigation by providing inaccurate documents and withholding evidence. The investigation resulted in a referral to the New Hampshire Attorney General's Office leading to criminal charges and an on-going grand jury investigation.

- **Triborough Bridge and Tunnel Authority ("TBTA") Police:** The Director of Safety and Security of the Metropolitan Transit Authority ("MTA"), which oversees the TBTA Police, retained Kroll to perform a comprehensive assessment of the management and security operations of the TBTA Police Department. Kroll was specifically asked to provide options on how MTA can most efficiently and effectively utilize TBTA peace officers to protect the public and TBTA's property, personnel, and customers, considering the current threat environment in New York City. Mark Ehlers led and conducted the review, and authored a 63-page confidential report, in which Kroll recommended organizational and practical improvements to efficiently address the security, operational, and law enforcement needs of the department.
- **Delaware River Port Authority ("DRPA") – Department of Public Safety:** The DRPA, a bi-state authority of the Commonwealth of Pennsylvania and the State of New Jersey, engaged Kroll to conduct a management audit of its Public Safety Department ("Public Safety") and to assess the placement of Public Safety in DRAPA's organizational structure. With the assistance and involvement of Mark Ehlers, Kroll reviewed certain areas within Public Safety, specifically, Staffing, Dispatch, and Specialty Units, to understand how Public Safety functions as an operational entity and to determine whether the processes in place are an efficient and effective way to manage Public Safety. Kroll also addressed the proper delineation of responsibilities and coordination of efforts between the DRPA's Public Safety and Homeland Security functions, including anti-terrorism, counterterrorism, and business continuity planning.
- **Recruitment, Selection, Retention and Promotion:** Dr. Cassi Fields presently works with, or previously consulted with, the following cities, police departments and law enforcement agencies to monitor or improve efforts to increase diversity and inclusion in the hiring, retention, and promotion process:
 - **Memphis (TN) Police Department** 2008 – present
 - **New Orleans Police Department** 2015 – 2017
 - **City of Macon, Georgia** 2003 – 2009
 - **U.S. Drug Enforcement Administration** 1995 – 2002

Other Historical Kroll Experience:⁸ Kroll was also retained in years past to conduct operational reviews of police departments of varying sizes and regions, as well as investigations of alleged misconduct, and policy and procedure reviews, including those noted below. Additional specifics of these and other projects can be provided upon request.

- **Independent Monitor – Pennsylvania State Police (“PSP”):** In November 2003, Governor Edward G. Rendell of Pennsylvania announced that Kroll was selected to evaluate changes made by the PSP as they related to alleged sexual misconduct and sexual harassment. State Police Commissioner Col. Jeffrey Miller in September 2003 implemented several new policies and programs aimed at safeguarding the PSP from future incidents of sexual misconduct and sexual harassment. The policies and programs included a plan for greater involvement with the community, additional resources for filing citizen complaints and the implementation of a community outreach program. Kroll was charged with reviewing these PSP policies and practices against best practices and standards across the United States and reviewing investigative files to determine whether citizen complaints were fully investigated and whether discipline was imposed fairly. Kroll’s final report was released on February 21, 2005. In it, Kroll found that PSP had complied or substantially complied with all 40 of the recommendations contained in the Pennsylvania Office of Inspector General’s investigative report.
- **Tennessee State Highway Patrol (“THP”):** In early 2006, Kroll was selected to conduct a targeted operational review of the THP. Kroll’s assignment was to investigate allegations made against the THP on a global level and make recommendations that would serve to correct the problems that were identified. A report of Kroll’s findings was presented to Tennessee Governor Phil Bredesen on March 20, 2006.
- **Independent Monitor – Los Angeles Police Department (“LAPD”):** In June 2001, Kroll was chosen by the City of Los Angeles and the U.S. Department of Justice as the Independent Monitor for the LAPD. The essence of the assignment was to monitor compliance of the LAPD with a federal consent decree resulting from a pattern and practice lawsuit brought by the Department of Justice. The assignment drew upon Kroll’s expertise in best practices, monitoring and investigation.
- **Austin Police Department:** Kroll was retained by the City of Austin, Texas, to review the administrative internal investigation of an officer-involved shooting death that occurred on June 3, 2007. Kroll’s review focused on the thoroughness and appropriateness of the Austin

⁸ Although Kroll was the contracting party with respect to the engagements listed in this section, none of the current project team members were employed by or affiliated with Kroll during these assignments. Rick Brown, however, acted as the liaison to Kroll on behalf of the Pennsylvania State Police during the PSP assignment.

Police Department's investigatory techniques, analysis and conclusions regarding the shooting. Kroll's findings were published in a 95-page report on November 27, 2007.

3.2 Other Public Sector Investigations and Reviews

- **Michigan State University:** Michigan State University ("MSU") retained Kroll to assist MSU's Office of Institutional Equity in conducting investigations under the University's Sexual Misconduct and Relationship Violence and Anti-Discrimination policies. From February 2018 to July 2019, Kroll conducted over 160 Title IX and Title VII civil rights investigations and climate reviews of two academic departments. In each case, Kroll interviewed the relevant parties and witnesses, identified and located other relevant witnesses, searched for and reviewed potentially corroborative evidence, and wrote investigative reports of Kroll's factual findings, analysis, and conclusions. Kroll interviewed and interacted with hundreds of students and faculty members, administrators and employees, campus police, and other MSU stakeholders. Mark Ehlers co-managed this investigation and reviewed and approved over 80 reports of investigation.
- **University of Texas System:** The University of Texas System ("UT-System") retained Kroll to conduct an independent investigation into admissions practices at the University of Texas at Austin ("UT-Austin") under the direction of the UT-System General Counsel. Kroll's focus was to evaluate the conduct of UT-Austin, UT-System, and UT-System Board of Regents officials and employees in performing admissions services. As UT-System is responsible for ensuring the integrity of the admissions process, it charged Kroll with the task of determining if the conduct of UT officials in the handling of admissions decisions was "beyond reproach." Specifically, the scope of work required Kroll to determine "if admissions decisions are made for any reason other than an applicant's individual merit as measured by academic achievement and officially established personal holistic attributes, and if not, why not." In carrying out this charge, UT-System instructed Kroll to focus exclusively on admissions practices of the undergraduate program, the law school, and the graduate business school from 2004 to 2014. During an extensive six-month investigation led by Mark Ehlers, Kroll interviewed over 60 university officials, reviewed thousands of pages of documents and emails, analyzed statistical and admissions data covering ten years, and researched best practices in admissions nationally. Kroll's 101-page report of investigation (authored by Ehlers) was made public in February 2015.⁹
- **Other Related Investigations and Reviews:** Within the past five years, Kroll also has conducted dozens of additional internal investigations on behalf of educational institutions, non-profit organizations, public and private corporations, and government agencies throughout the United States and globally concerning allegations of alleged employee misconduct, sexual, racial, and age-related discrimination, racial and sexual harassment, and ethical breaches. Further details can be provided upon request.

⁹ <https://www.utsystem.edu/sites/default/files/news/assets/kroll-investigation-admissions-practices.pdf>

4. Personnel and Qualifications

Section 4: Personnel and Qualifications provides in detail the Kroll Project Team's professional experience, specifically addressing each item in Section 500 Scope of Work under 3.2, as requested at Section 10.4 of the RFQS.

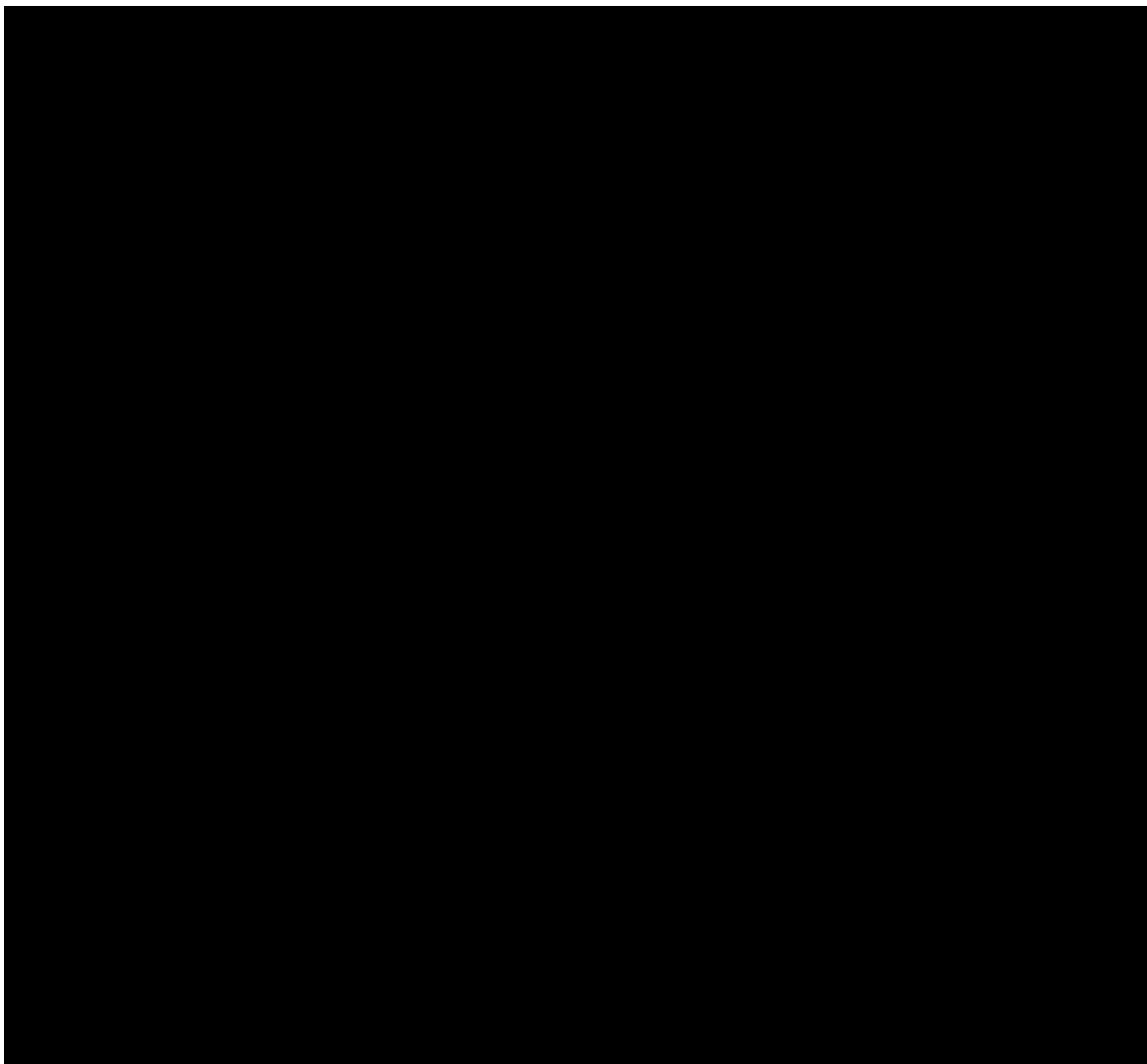
Kroll works in small, multi-disciplinary, specialist teams to ensure consistency during the investigation and enable a concentration of knowledge within a core group of team members.

The Project Team assembled for this assignment has extensive experience with complex internal investigations and/or assessments of police departments and other public and private sector organizations. Subject matter expertise will be provided by **Rick Brown** (Police Accountability / Use of Force / Diversity and Recruitment / Citizen's Complaints and Internal Investigations / Employee Discipline / Policies and Procedures / Training / Community Engagement), **Dr. Robin Engel** (Policing Bias), **Dan Linskey** (Police Organizational Management / Urban Policing / Special Events Policing), **Dr. Cassi Fields** (Human Capital / Recruitment, Retention, and Promotional Processes), and **Larry Mayes** (Community Engagement / Civilian Oversight of Citizen Complaint Cases), who will also serve as Project Advisor. In addition, **A.J. Bingham** will serve as an expert in multi-cultural community outreach in Austin and help facilitate local community input into police-citizen interactions. He will also provide insight into and help Kroll navigate Austin's business, civic, and non-profit communities.

Mark Ehlers will serve as Engagement Leader, with ultimate responsibility for report writing and quality control of all deliverables. The Project Team will be supported throughout the engagement by other Kroll professionals and support staff, including research analysts, eDiscovery and computer forensics experts, video enhancement expertise, and other investigative support as needed.

Figure 1 below sets out the proposed structure of the client service team for the engagement.

Figure 1 | Proposed client service team structure - CONFIDENTIAL AND PROPRIETARY



The bulk of the tasks set forth in the Scope of Work will be performed by the individual members of the Project Team. If selected, the team members will devote approximately the following portion of their professional time to this project from commencement of the assignment until the final report is completed:

- Mark Ehlers – 75% to 85% (overall project management, interviews, review of data, report writing, quality control and performance of Scope of Work requirements; 4.2.1 - APD's compliance with federal and state laws regarding racial and sex discrimination in employment; 5.0 – final report).
- Rick Brown – 75% to 85% (interviews, review of data, report writing; 4.2.2 - review and analysis of use-of-force incident reports and video footage; 4.3.1 – assessment of APD's recruitment practices and protocols to ensure ethnic and gender diversity; 4.3.3 – review of training

academies and best practices; 5.1 - develop action plans and recommendations for tasks outlined in 5.1.1 – 5.1.8).

- Dr. Robin Engel – 25% to 50% (interviews, review of data, report writing; 4.2.3 – aggregation and evaluation of data concerning racial and/or ethnic disparities in searches, arrests, charges, and citations; 5.2 – assessment tasks outlined in 5.2.1 – 5.2.5).
- Dan Linskey – 25% to 50% (interviews, review of data; 4.2.4 – review and evaluation of complaints made against APD officers within the last ten years and disciplinary action taken or not taken; 5.3.1 – detail findings, conclusions and recommendations concerning APD sworn personnel communications evincing explicit and implicit prejudiced behavior, racism, homophobia, gender bias, and other forms of discrimination).
- Dr. Cassi Fields – 25% to 50% (human capital, recruitment and promotion; 4.3.1 – assessment of APD’s recruitment practices and protocols to ensure ethnic and gender diversity; 4.2.1 – review and assessment of APD’s compliance with racial and sex discrimination in employment laws; 4.3.2 – assessment of APD’s system for professional rankings and promotions in countering potential bias; 4.3.3 – review of training academies and best practices).
- Larry Mayes – 25% to 35% (overall project advisor, community engagement and internal affairs investigations; 4.2.4 – review and evaluation of civilian complaints against APD officers; 4.3.3 – identifying best practices that result in better communications with diverse groups; 5.1.8 and 5.2.5 – ensuring community input).
- A.J. Bingham – 15% to 20% (local community outreach, community engagement; ensuring community input into tasks outlined in 5.1.1 – 5.1.8 and 5.2.1 – 5.2.5).

Additionally, Kroll will use other staff members and resources as needed to assist in research, data analysis, email and document reviews. The Kroll team will work closely with the City of Austin and one or more designated points-of-contact to ensure that all needed documentation and data is obtained, and that all interviews, focus groups, on-site visits, and field observations are properly and efficiently scheduled and implemented.

As requested by Section 3.2.1 of the RFQS, the core Project Team consists of the following individuals:

Subject Matter Experts



John R. “Rick” Brown, Kroll Senior Consultant (Subject Matter Expert: Use of Force, Diversity and Recruitment, Citizen’s Complaints and Internal Investigations, Employee Discipline, Policies and Procedures, Training, and Community Engagement): Rick Brown is a former Lieutenant Colonel for the Pennsylvania State Police (“PSP”). During his 29-year career with the PSP, Brown served in several key positions, including Deputy Commissioner of Administration

and Professional Responsibility. In 2004, Brown was appointed by Pennsylvania Governor Edward G. Rendell to maintain executive oversight of the Bureau of Integrity and Professional Standards (including the Internal Affairs Division), Equal Employment Opportunity Office/Heritage Affairs Office, Department Discipline Office and the Early Intervention Program Office. He also had executive oversight of the PSP's Bureaus of Training and Education and Human Resources and led the recruitment of persons of color and women. Brown was a key member of the Pennsylvania Governor's Executive Diversity Council and is a graduate of the FBI National Academy. From 2003-2004 Brown was the designated liaison to the Commonwealth of Pennsylvania, Office of the Inspector General, during its independent review of policies and procedures relating to sexual misconduct and sexual harassment investigations.

Among other responsibilities at PSP, Brown maintained supervisory responsibility for the independent research Police-Citizen Contact Project voluntarily initiated by the PSP. Assisted by researchers from two major academic institutions, the project utilized applied research techniques to assess the extent to which PSP officers engaged in racial or biased-based policing during motor vehicle stops. Brown subsequently oversaw the implementation of proactive training and operational strategies to monitor and prevent racial profiling.

Brown developed the PSP's Equal Employment Opportunity Office's statewide liaison program and had oversight of workplace sexual harassment and hostile work environment complaints (Title VII) and citizen complaints that alleged discrimination or disparate treatment through the Internal Affairs and/or EEOO functions. Brown also management oversight of the PSP's Heritage Affairs Office (HAO). During Brown's tenure, the HAO facilitated Mediation & Conflict Resolution training that was provided to Community Service Officer's (CSO) through the Community Relations Services of the U.S. Department of Justice. The skills acquired from this training assisted CSO's to deal effectively with community conflict arising from changing demographics.

Brown was equally instrumental at PSP in resolving complaints of racial profiling and alleged immigration abuses from the Latinx community in Chambersburg, Pennsylvania. The community outreach effort was covered by the media to include a community education effort on police vehicle stops and their post-stop outcomes. The issues were resolved successfully and remain an example of effective community outreach and mediation to a community of color with limited speaking ability by police leadership.

In his final two years there, Brown had executive oversight of the PSP Recruitment and Special Services Office (RSSO) and the Department's Diversity effort. During Lt. Col. Brown's tenure, the RSSO participated in over 95 job/career fairs sponsored by colleges and universities in various regions of the country, including historically black colleges and universities. The RSSO further (1) expanded their mentoring program statewide, (2) received enhanced Cultural Sensitivity Training, (3) connected with community groups, including NAACP Chapters, Urban Leagues, and Latinx, Asian, and African American organizations statewide, (4) established computer-based testing to allow for more flexible hours and outreach to targeted diverse communities, (5) worked with state representatives and the Legislative Black Caucus to enhance recruitment efforts, (6) participated in various multicultural seminars, (7) conducted surveys and other research to assist in recruitment program development, (8)

utilized mass transit advertising in the state's largest urban areas, and (9) continued collaborative efforts with the Governor's Advisory Commissions on African American, Asian and Latinx Affairs to assist with PSP recruitment efforts.

Brown is a recipient of the Pennsylvania State Police Medal of Commendation, among the department's highest honors. Since retiring from the PSP in 2010, Brown created Transparency Matters, LLC, a certified Veteran Owned Small Business and Minority Business Enterprise that focuses on assisting large and small police departments around the country. Brown has worked as a law enforcement consultant focused on building transparent policing policies and process change that provides organizational efficiencies, accountability, diversity, community education, training, and monitoring. He has served on independent monitoring teams involving federal consent decrees of police departments in Oakland, California, and Detroit, Michigan, assessing the use of force in officer-involved shootings and their supervisory/command reviews. Brown also served on the independent monitoring team for the Maricopa County (Arizona) Sheriff's Office as an expert on internal investigations and related training, and he served on an audit team pursuant to a state consent decree in Niagara Falls, New York on accountability, use of force, and community engagement processes.

Additionally, Brown has assessed and provided technical assistance on accountability measures for police departments in Anchorage, Alaska; East St. Louis, Illinois; Puerto Rico; Springettsbury Township, Pennsylvania; and Middletown, Pennsylvania. He also served as a subject matter expert for the U.S. Department of Justice in a pattern-and-practice investigation of the Baltimore Police Department, and for the U.S. Office of Justice Programs concerning recruitment, diversity, and retention issues within the Hartford (Connecticut) Police Department. He also served as a moderator and presenter for the IACP on the President's Task Force on 21st Century Policing.



Robin Engel, PhD, Professor of Criminal Justice (Subject Matter Expert:

Policing Bias): Dr. Robin S. Engel is a Professor of Criminal Justice at the University of Cincinnati ("UC") and Director of the IACP / UC Center for Police Research and Policy. She recently served as UC's Vice President for Safety and Reform, where her administrative duties included oversight of the daily operations and reform efforts of the University of Cincinnati Police Division. Dr. Engel has studied and written extensively on the subject of biased-based policing and has worked with the following police agencies to reduce biased-based policing through research and data

driven approaches: Arizona Department of Public Safety, Nebraska State Patrol, Ohio State Highway Patrol, Pennsylvania State Police, New York City Police Department, Seattle Police Department, Cincinnati Police Department, Cleveland Police Department, Tulsa Police Department, and the Fairfield (Ohio) Police Department, among others.

Dr. Engel received her doctorate in criminal justice from the School of Criminal Justice at the University at Albany. Dr. Engel engages in police research and evaluation, with expertise in empirical assessments of police behavior, police-community relations, and crime reduction strategies. She promotes best practices in policing by establishing academic-practitioner partnerships and has served as Principal Investigator for over eighty research grants, totaling over twenty million dollars. She has published over sixty research articles, books, and book chapters, along with dozens of technical reports for practitioners, and was ranked

among top academics as the number one female in the field of criminal justice/criminology based on publications in prestigious peer-reviewed journals. She has expertise in conducting empirical examinations of racial/ethnic disparities in police stops, arrests, and use of force with over a dozen police agencies, along with direct experience working to rebuild police-community relationships in the aftermath of controversial police uses of force.

Her work on violence reduction resulted in several prominent team awards including the 2008 IACP/Motorola Webber Seavey Award for Excellence in Law Enforcement, the 2009 IACP/West Award for Excellence in Criminal Investigations, and the 2008 National Criminal Justice Association's Outstanding Criminal Justice Program Award. She has served as an expert on policing and violence reduction on panels convened at the White House and 10 Downing Street. In 2017, Dr. Engel was awarded the *Distinguished Alumni Award* from the School of Criminal Justice at the University at Albany. In 2018, she was appointed by Governor John Kasich to the *Ohio Collaborative Community-Police Advisory Board* and reappointed in 2019 by Governor Mike DeWine. She also currently serves as the co-chair of IACP's *Research Advisory Committee*.



Daniel Linskey, Managing Director (Subject Matter Expert: Police Organizational Management, Urban Policing, Special Events Policing):

Dan Linskey served for over 28 years with the Boston Police Department ("BPD"), having most recently served as the Superintendent-in-Chief, the highest-ranking uniform officer in the BPD. From 2009 to 2014, then Chief Linskey oversaw the day-to-day operation of a 3,000-person department with a budget of over \$300 million and helped guide the BPD to a 30% reduction in part I crime. He also

developed and oversaw the BPD's social media, recruitment, community outreach, and engagement strategies, which have been cited as among the best practices in police management in the United States, and which included the addition of an ice cream truck to the BPD's fleet that accompanied officers as they were deployed throughout the community. Chief Linskey also helped deploy the first in the nation text-a-tip program.

Linskey also changed the management and response of BPD to large-scale public disorder events. He oversaw the peaceful and successful management of the Boston Occupy movement and eight world championship contests earning an international reputation at planning and overseeing major special events. Linskey was the Incident Commander during the Boston Marathon Bombing Attack. He was tasked with stabilizing the scene removing the injured and overseeing the joint investigation of the attack for the BPD. Linskey has lectured and consulted for police officials and emergency management officials in the United States and abroad on special event management, and on developing training, policies, and leadership within police departments. He was part of a team sent to St. Louis County to assist the Department of Justice with an assessment of the St. Louis County Police Department and collaborative reform project. He also helped author *A Collaborative Reform Initiative: An Assessment of the St. Louis County Police Department*.¹⁰

¹⁰ <https://www.policefoundation.org/publication/collaborative-reform-initiative-an-assessment-of-the-st-louis-county-police-department/>

Linskey currently serves as a managing director at Kroll and is the Head of Kroll's Boston office. Since joining Kroll, he has conducted police department investigations and reviews, led training sessions for corporate security departments, and provided consulting advice to police agencies, universities, corporations, and a wide spectrum of organizations. He has also worked with the U.S. Department of State's Anti-Terrorism Advisory Bureau to develop training courses, programs, and community engagement strategies for partner nations around the globe.

Linskey has developed training programs on conducting investigations, community engagement, ethical policing, and large-scale event security for the following organizations:

- Numerous State and Local Police, Fire, Public Health, and Emergency Management Groups
- United States Navy Chief of Operations Strategic Studies Group
- United States Marine Corps Marathon Planning Team
- New York Police and Fire Department
- North Carolina Information and Analysis Centre
- The Federal Bureau of Investigation
- The U.S. Drug Enforcement Administration
- The Bureau of Alcohol Tobacco and Firearms
- The Egyptian Ministry of Interior Police Force
- The U.S. State Department - Overseas Security Advisory Council
- The Dutch Police and Military
- The Australian Federal Police
- The Queensland Police Service
- The Finnish Police Service
- Abu Dhabi Police Service
- Iraqi Police Service
- International Association of Chiefs of Police
- The U.S. Department of State Anti-Terrorism Advisory Bureau
- The Moroccan Ministry of Interior
- The United States Veteran's Administration
- Mexican law enforcement leaders (and law enforcement officers in Central and South America)
- Police senior leadership of India
- Tunisian Police Services
- Polish Police Services

Finally, Linskey has been engaged as an expert witness by prosecutors and plaintiffs in criminal and civil cases against police officers and public safety agencies. He has also been retained to defend police officers and public safety agencies as defendants in civil cases and has performed work assisting individuals who were wrongfully convicted.



Dr. Cassi Fields, PhD (Subject Matter Expert: Human Capital, Training, Recruitment and Promotion):

Dr. Cassi L. Fields is a nationally known expert in the design, development, validation, and administration of large-scale public safety human capital projects, with special expertise in selection and promotional systems in at-risk organizations. After owning and running her public safety testing and training consulting firm for 25 years, Dr. Fields currently serves on the leadership team of Emergency Services Consulting International (ESCI). Dr. Fields is a renowned Industrial/Organizational Psychologist who has pioneered many of the nation's most successful human capital selection initiatives, promotion and training programs. She is the founder of Limited Exposure Theory (LeT©) Corporation in Washington, DC, which addresses why barriers to advancement exist and helps the disadvantaged land a job or advance in their careers. Dr. Fields frequently speaks on LET at both police and fire training conferences, most recently at the 2017 FRI. She also routinely teaches and writes about implicit bias in the workplace.

Since receiving her Ph.D. from George Washington University in 1989, Dr. Fields has dedicated her career to helping public safety agencies and at-risk organizations. She serves as an advisor to numerous large-scale public sector executives and organizations, particularly those that have experienced repetitive employment discrimination lawsuits. Dr. Fields has developed hundreds of assessment centers for police, fire, and sheriff Departments throughout the United States, which helps level the playing field by providing standardized metrics that provide fair opportunities for program participants, thus helping public safety agencies undo years of employment discrimination litigation.



J. Larry Mayes (Project Advisor and Subject-Matter Expert: Community Engagement and Police Internal Affairs Investigations):

J. Larry Mayes has two decades of experience working with government officials, elected officials, and community leaders. Since 2010, Mayes serves as Vice President of Programs for Catholic Charities in Boston, Massachusetts, where he leads the organization's 100 statewide programs in adult education, immigration resettlement and legal services, child care, new poverty strategies, and works with the legislature on securing funding for child care facilities, adult education, food security and advocating for the state minimum wage increase.

In 2014, City of Boston Mayor Martin J. Walsh appointed Mayes to the Community Ombudsman Oversight Panel, which reviews Boston Police Department Internal Affairs citizen complaint cases that are on appeal as well as randomly selected cases under investigation.

From 2004 to 2010, Mayes served as the Cabinet Chief of Human Services under former City of Boston Mayor Thomas Menino. In that role, he led joint government/community-based initiatives to reduce crime and stabilize communities, launched a campaign to counter "Stop Snitching" sentiments in the court system, and expanded access to summer programming for youth. Mayes has served on the boards of several human services organizations, including Beth Israel Deaconess Medical Center, The Greater Boston Food Bank, and Tenacity. For many years, Mayes has been a contributor to the Boston Globe, Boston Herald, Commonwealth Magazine, CNN, WBUR, ABC News, and various other media outlets. He holds an M.A. in Public Policy from Regent University.



A.J. Bingham (Subject-Matter Expert: Multi-cultural Community Outreach in City of Austin):

A.J. Bingham will serve as an expert in multi-cultural community outreach in Austin, help facilitate local community input into police-citizen interactions, and provide insight into and help Kroll navigate Austin's business, civic, and non-profit communities. Bingham is Founder and CEO of The Bingham Group, LLC, a City of Austin-certified MBE and full-service consulting firm that represents and advises clients on legislative and regulatory matters throughout Texas. An Austin native,

Bingham is active in Austin's non-profit community and serves on the boards of the Young Men's Business League of Austin, the Austin Trail of Lights Foundation, and the Long Center for the Performing Arts. His philanthropic activities are focused on youth, education, and the arts. Bingham is also an Adjunct Professor at the Rice University Graduate School of Business and previously taught an MBA-level course at Concordia University Texas (in Austin).

Before launching his current firm, Bingham served as Director of Government Affairs for the Real Estate Council of Austin. He began his lobbying career at one of Texas' top lobbying firms, rising to Legislative Director over four years and two legislative sessions. Bingham is a past finalist of the Austin Under 40 Awards (Government and Public Affairs) and was ranked in the top 10 of Capitol Inside's 2015 Rising Stars (Texas Lobby Power Rankings). A lawyer by background, Bingham received his B.A. in Political Science from Wake Forest University, and law degree from Washburn University School of Law.

Engagement Leader / Point of Contact



Mark J. Ehlers, Managing Director

Mark Ehlers is a Managing Director and Head of Kroll's Philadelphia office. Ehlers has 35 years of combined legal, financial, and investigative experience in the public and private sectors, specializing in government and university investigations, risk and security assessments, discrimination and harassment in the workplace, and alleged ethical violations. Ehlers co-chairs Kroll's Sexual Misconduct and Title IX Investigations Practice and has conducted over 75 equity-related investigations (discrimination and harassment) within the past five years. Prior to joining Kroll,

Ehlers served for 18 years as an Assistant United States Attorney, first in the District of Columbia and later in the Eastern District of Pennsylvania. While in D.C., Ehlers prosecuted hundreds of street-level criminal cases, ranging from misdemeanor drug and assault offenses to first-degree murders. He spent approximately four years in the Felony One Trial Division, where he prosecuted homicide and sex offense cases. As a federal prosecutor in the Eastern District of Pennsylvania, including eight years with the Organized Crime Strike Force, Ehlers investigated and prosecuted a wide range of white-collar crime and organized criminal enterprises, including Russian fraud rings and North Philadelphia drug gangs. As a prosecutor, Ehlers worked in close cooperation with the Metropolitan Police Department (Washington, D.C.), the Uniformed Secret Service, the U.S. Capitol Police, the Philadelphia Police Department, the Pennsylvania State Police, several local suburban police departments, and virtually every federal law enforcement agency.

Since joining Kroll, Ehlers has conducted numerous internal investigations, best practice reviews, and risk and threat assessments for a diverse array of public and private sector clients, including the University of Cincinnati Police Department (review and investigation of a UCPD officer's fatal shooting of an unarmed motorist), North Carolina State Highway Patrol (review of hiring and selection practices, training and supervision following a series of news articles concerning multiple cases of on-duty police misconduct), the Borough of Barrington (NJ) Police Department (budgetary efficiency review), the Metropolitan Transit Authority Police and Triborough Bridge and Tunnel Authority Police (NYC) (security assessment and organizational review), and the Delaware River Port Authority, Department of Public Safety (organizational review), among others. Ehlers received a B.A., *magna cum laude*, from Wittenberg University in Springfield, Ohio, and a J.D., *with honors*, from George Washington University in Washington, D.C.

Additional Firm Resources / Other Areas of Expertise

In addition to the above professionals, Kroll has a vast array of experience and expertise in the fields of information technology, eDiscovery, forensic accounting, data analytics, security risk management, public records research, video analysis, and other professions. These additional Kroll resources will be used as needed to support the work of the Project Team members, including in reviews of emails and text messages, social media research, review and analysis of incident reports, statistical support and other research, and note taking.

Track Record and Required Skills

As requested in the RFQS at sections 3.2.3, the Project Team possesses the requisite skills needed to perform the scope of work, as further addressed below:

3.2.3.1 Interviewing Methodology:

The interview assessment plan will be heavily based on the specific questions posed by the working group. Prior research on race-based experiences concerning behaviors in the workplace shows that two primary modes of methodologies have been used to collect data via an interview methodology: (1) in-depth narratives (which are coded) using semi-structured interview-based questions designed to illicit stories and experiences on behalf of the respondents; (2) survey design methodologies designed to capture more broad-based experiences among a range of potential actors and participants. The project team is well versed in both types of interview methodologies and has successfully conducted such techniques in dozens of research projects involving law enforcement. Moreover, all members of the Project Team have decades of experience conducting interviews in a variety of contexts and are highly skilled interviewers.

As a former federal prosecutor of 18 years and as a managing director at Kroll for 14 years, Mark Ehlers has interviewed thousands of witnesses, both as a prosecutor during intake sessions, debriefing sessions, trial and grand jury prep, and formally before judges and juries (including grand juries), and as a Kroll managing director conducting internal investigations for government agencies, universities, corporations, and law firms. Ehlers has been trained in proper interview techniques with the U.S. Department of Justice and through numerous continuing legal education programs, and he has developed and led training

sessions on proper investigation techniques, including interviewing techniques, as an Assistant U.S. Attorney in the Eastern District of Pennsylvania and while with Kroll.

Rick Brown and Dan Linskey have decades of law enforcement experience, which included investigating crimes and interviewing witnesses in hundreds of cases. Both have been trained in proper interviewing techniques at police academies and the FBI National Academy in Quantico, Virginia. During his 29-year law enforcement career, Brown rose through the ranks in the Pennsylvania State Police performing patrol, criminal investigation, vice/intelligence, and internal investigation duties. He ultimately rose to the position of Deputy Commissioner of Administration and Professional Responsibility. In this role, he managed the operations of the PSP's Bureau of Integrity and Professional Standards (Including the Internal Affairs Division) and Bureau of Training and Education, among other agency components. During Brown's PSP career and as a consultant, Brown has conducted or supervised numerous internal investigations and served on several independent police monitor teams. In carrying out these assignments, Brown has conducted and documented countless interviews, incorporating them as needed into final reports.

Prior to joining Kroll, Dan Linskey served for 28 years with the Boston Police Department, rising through the ranks from a patrol officer to ultimately serving as Superintendent-in-Chief, the highest ranking sworn member in the Department. Linskey served in numerous investigative units and developed training for all sergeants and investigators in the police department. He has trained investigators on interview and investigative techniques. He was a member of the Boston Police Department Firearm Discharge Investigation team and oversaw all use of force investigations during his time as Chief. Since leaving the Department, Linskey has led and/or conducted dozens of high-profile investigations for public agencies, corporations, and universities, during which he has applied his interview skills in a variety of contexts. He has also led training sessions and seminars for private and public sector clients. In 2019, Linskey was appointed to the International Chiefs of Police Training Committee, on which he currently serves.

Dr. Robin Engel has been a Principal Investigator on several dozen funded research assignments involving police departments, universities, and other entities over the past twenty years, during which she has skillfully interviewed countless police officials and others while gathering data and evidence necessary for the applicable research assignments. Similarly, Dr. Cassi Fields and Larry Mayes are extremely adept and experienced at interviewing and information gathering techniques in a wide array of contexts. Dr. Fields is an Industrial/Organizational psychologist who has worked with public sector agencies her entire career. Mayes serves on a Community Ombudsman Oversight Panel, which reviews Boston Police Department Internal Affairs citizen complaint cases that are on appeal as well as randomly selected cases under investigation. Finally, A.J. Bingham has developed and frequently hosts a leading podcast that addresses a variety of issues impacting the business and civic life of Austin (see <https://www.bgmediagp.com/bg-podcast>).

3.2.3.2 Assessment Methodology:

The Project Team will create a series of action plans for the collection and measurement of appropriate benchmarks to assess the level of racial/ethnic disparities in various outcomes, including police enforcement actions, recruitment, hiring, and training of officers. While all members of the Project Team

are skilled at developing proper assessment methodologies, Dr. Robin Engel has done so in the academic environment throughout her entire career. In consultation with the rest of the Project Team, she will help develop the proper assessment methodology for this assignment.

The assessment methodologies will be designed specifically to address individual research questions and establish appropriate benchmarks and diversity goals – as a result, a combination of quantitative and qualitative approaches will be used as a mixed-methods design. Beyond interviews with officers and citizens, we will conduct statistical analyses of official data sources derived from various units within the Austin PD. Official data to be examined may include stops, citations, arrests, searches and seizures, deployment patterns, calls for service, citizen complaints, and other data collected that may capture potential racial/ethnic disparities in outcomes, and/or discriminatory behavior by officers. Analyses of these data will include a variety of advanced statistical techniques, including regression modeling, hierarchical linear modeling, interrupted time-series, and spatial analyses, among others. In addition, external data—to include U.S. Census, GIS files, citizen surveys, and any known source of citizen complaints outside the department – will be examined to provide additional context. In addition, the exploration of the recruitment, hiring, and promotional processes will be conducted, using both official and survey data. These types of assessment methodologies and statistical analyses have been routinely conducted by Dr. Engel and her academic colleagues across dozens of jurisdictions, resulting in numerous peer-reviewed academic publications and agency reports. For example, Dr. Engel has written several peer-reviewed articles that describe the appropriate use of these methodologies and statistical techniques and critiqued their inappropriate use by others.

3.2.3.3 Written Communication: Several members of the Project Team have decades of experience drafting, revising, editing, and finalizing written reports. In addition, Mark Ehlers, Dan Linskey, Dr. Robin Engel, and Dr. Cassi Fields have each published numerous articles and reports in the public domain, and Rick Brown has written numerous investigative and expert witness reports throughout his career. Larry Mayes has co-authored annual reports of the Community Ombudsman Oversight Panel.¹¹

Mark Ehlers is among the most experienced report writers at Kroll – he writes extensively in his professional and personal capacities – and as a prosecutor, he wrote and filed with the courts hundreds of legal pleadings, motions, briefs, and memoranda. He was the primary author of the public report produced in Kroll's investigation of the University of Cincinnati Police Department officer's shooting of an unarmed motorist in 2015, which is attached as a sample report in the Appendix. He also authored Kroll's reports in the investigations and reviews of the North Carolina Highway Patrol, the Triborough Bridge and Tunnel Authority Police, and the University of Texas at Austin, and oversaw the writing and editing responsibilities for Kroll's review of the University of Chicago Police Department.

Dr. Engel has published several dozen academic articles and research reports and authored several books and book chapters throughout her career as a professor and researcher, including the following most relevant publications on race and policing:

¹¹ See, e.g., https://www.boston.gov/sites/default/files/file/document_files/2016/08/co-op_annual_report_final_2015_tcm3-53522.pdf

- **Engel, R. S.**, Worden, R. E., Corsaro, N., McManus, H.D., Reynolds, D., Cochran, H., Isaza, G. T., Cherkaskas, J. C. (2019). *The Power of Arrest: Lessons Learned from Research*. Springer.
- **Engel, R. S.** & Serpas, R. (2017). Evidence-based use of force policy: How research could improve development and training. *Police Chief Magazine*, April, 28-36.
- **Engel, R. S.** & Eck, J. E. (2015). Effectiveness vs. equity in policing: Is a tradeoff inevitable? *Ideas in American Policing*. Police Foundation, Washington, D.C.
- **Engel, R. S.** & Cohen, D. (2014). Racial profiling. In *Oxford Handbook on Police and Policing* (M. Reisig & R. Kane, eds.). New York: Oxford Press.
- **Engel, R. S.** & Swartz, K. (2014). Race, crime, and policing. In *Oxford Handbook on Ethnicity, Crime, and Immigration* (S. M. Bucerius & M. Tonry, eds.). New York: Oxford Press.
- **Engel, R. S.**, Klahm, C. F., Tillyer, R. (2010). Citizens' demeanor, race and traffic stops. In *Race, Ethnicity, and Policing: New and Essential Readings* (Stephen K. Rice and Michael D. White, eds.). NY: New York University Press.
- Tillyer, R. & **Engel, R. S.** (2013). The impact of drivers' race, gender, and age during traffic stops: Assessing interaction terms and the social conditioning model. *Crime and Delinquency*, 59(3): 369-395.
- **Engel, R. S.**, Smith, M. R., Cullen F. T. (2012). Race, place, and drug enforcement: Reconsidering the impact of citizen complaints and crime rates on drug arrests. *Criminology and Public Policy*, 11(4): 601-635.
- Tillyer, R., **Engel, R. S.** & Cherkaskas, J. M. (2010). Best practices in vehicle stop data collection and analysis. *Policing: An International Journal of Police Strategies & Management*, 33(1): 69-92.
- **Engel, R. S.** (2008). Revisiting critical issues in police use-of-force research. *Criminology and Public Policy*, 7:557-561.
- Tillyer, R., **Engel, R. S.**, & Wooldredge, J. (2008). The intersection of racial profiling research and the law. *Journal of Criminal Justice*, 36(2):138-153.
- **Engel, R. S.** & Tillyer, R. (2008). Searching for equilibrium: The tenuous nature of the outcome test. *Justice Quarterly*, 25(1):54-71.
- **Engel, R. S.** (2008). A critique of the outcome test in racial profiling research. *Justice Quarterly*, 25(1):1-36.
- **Engel, R. S.** (2005). Citizens' perceptions of procedural and distributive injustice during traffic stops with police. *Journal of Research in Crime and Delinquency*, 42(4): 445-481.
- **Engel, R. S.** & Calnon, J. M. (2004). Examining the influence of drivers' characteristics during traffic stops with police: Results from a national survey. *Justice Quarterly*, 21(1): 49-90.
- **Engel, R. S.** & Calnon, J. M. (2004). Comparing benchmark methodologies for police-citizen contacts: Traffic stop data collection for the Pennsylvania State Police. *Police Quarterly*, 97-125.
- **Engel, R. S.**, Calnon, J. M., & Bernard, T. J. (2002). Theory and racial profiling: Shortcomings and future directions in research. *Justice Quarterly*, 19(2): 249-273.

Linskey is also a prolific writer, whose insights and thought leadership are closely followed by law enforcement, security professionals, and civic leaders. Among other examples, he helped author *A Collaborative Reform Initiative: An Assessment of the St. Louis County Police Department*.¹² Additionally, after investigating a large-scale disorder event at the University of Massachusetts, Linskey

¹² <https://www.policefoundation.org/publication/collaborative-reform-initiative-an-assessment-of-the-st-louis-county-police-department/>

helped author *The University of Massachusetts and the Town of Amherst: A Safer Community through Partnership* report.¹³

Rick Brown has authored hundreds of written reports of investigations, police monitorships, and organizational reviews with excellent results. For example, Brown contributed important segments to the various Independent Monitors' final reports in Oakland, Detroit, Niagara Falls, and Maricopa County. Brown was also the lead assessor/writer of the "Special Report of the Independent Monitor for the Oakland Police Department: Officer Involved Shootings" (Including their supervisory/command reviews), dated October 2, 2012, in response to an order issued by the Judge Thelton Henderson. Brown also provided multiple reports to the DOJ in its pattern and practice investigation of the Baltimore Police Department.

Dr. Cassi Fields also is a prolific author, having published numerous articles, presentations, and books in her field (see attached CV), including *Critical Supervisory Skills* (Fields, C. 2007) and *Preparing for Promotion: An Introduction to Assessment Centers and Interviewing* (Fields, C., 2009). She is currently the co-editor of upcoming *The Police Chief* magazine's June Diversity Issue, which includes an article by her on "Recruiting a Diverse Law Enforcement Workforce." Other relevant publications by Dr. Fields include the following:

- **Fields, Cassi L.** *Directed Thought: A Method to Manage Implicit Bias*. Emergency Services Consulting International, Training Program.
- **Fields, Cassi L.** (November 2012). *Limited Exposure Theory: Barriers to Advancement in the Workplace*. Fields Consulting Group.
- **Fields, Cassi** and Kruger, Karen J. (October 2010). *A Comprehensive Approach to Eliminating Adverse Impact in Public Safety Promotional Exams*. Police Chief Magazine.
- **Fields, Cassi L.** (June 2020) *Hiring and Promotion Inclusive Leaders in Public Safety*. Fire Chief Magazine and submitted to PC Magazine, June 2020.

Larry Mayes recently collaborated with professors from the School of Social Work at Boston College and published a joint article, "University and Community Agency Research Partnerships: Implications for Teaching, Scholarship, and Service."¹⁴ This article is a case study of the innovative social work practices about youth programs in the Bowdoin/Geneva neighborhood of Boston, a high risk area of the city with a large Cape Verdean population.

3.2.3.4 Oral Communication: As leaders in their respective fields, all members of the Project Team are extremely effective oral communicators. Mark Ehlers is an experienced trial and appellate attorney, having served for 18 years at two United States Attorney's Offices. He has been the lead counsel in over 50 jury

¹³ <https://www.umass.edu/newsoffice/sites/default/files/attachments/Amherst%20final%20report%20%209-17-14.pdf>

¹⁴ Samantha Teixeira, Margaret Lombe, Victor Figueroa, Yoosun Chu, Kaipeng Wang, Melissa W. Bartholomew, Robert Rosales, Jaime Perez-Aponte, Ruth McRoy, Deborah Kincade Rambo & Larry Mayes, "University and Community Agency Research Partnerships: Implications for Teaching, Scholarship, and Service," *Journal of Social Work Education*, DOI: 10.1080/10437797.2020.1713943 (2020).

trials and dozens of appellate arguments in the District of Columbia and Philadelphia. In addition, as the Head of the Kroll Philadelphia office and Philadelphia City Leader for Duff & Phelps (Kroll's parent company), Ehlers is frequently called upon to provide leadership and motivation to the professionals in the firm's Philadelphia office.

As Superintendent-in-Chief of the Boston Police Department, Dan Linskey provided strong leadership through some of the most tragic and contentious events in the city's history, including the Boston Marathon bombings and the Occupy Movement. Under Chief Linskey's leadership, the BPD's handling of the Occupy Movement in 2011 has been lauded as one of the best-managed responses to the protests of any city in the country. Linskey is widely respected for his knowledge of the complexities inherent in law enforcement and homeland security, and regularly consults with national and international government agencies on a broad range of challenges, including large-scale event management, crisis leadership, and preparedness and community engagement strategies. Linskey is active in several professional organizations and is frequently asked to present at conferences and meetings on topics related to law enforcement and homeland security, and he is a frequent on-air news analyst for local and national affiliates of Fox News, MSNBC, and CNN. Linskey is represented by a national speaker's bureau and is often engaged to provide keynote addresses to groups on topics such as Leadership, Team Building, Crisis Management, and Police Community Relations.¹⁵

Rick Brown is a highly respected motivational speaker who has been asked to speak at events and conferences throughout the country before such groups as the International Association of Chiefs of Police, Washington (State) Association of Sheriffs and Police Chiefs, Pennsylvania Department of Corrections Annual Training Symposium, Office of National Drug Control Policy - Domestic Highway Enforcement Program (DHE) – High Intensity Drug Trafficking Areas (HIDTA) Annual Conference, and several universities. He served as a moderator and panelist for the National Black Prosecutor's Conference, St. Louis, MO, on the President's Task Force Report on 21st Century Policing, July 11, 2016. Brown also serves as Chairman of the Policing Subject Matter Expert group in American University's "And Justice for All Symposium Series," titled "Transforming the U.S. Justice System (Policing, Courts and Corrections) regarding Criminal Justice Reform" in Washington, DC.

As an accomplished and experienced university professor and instructor for the past 27 years, Dr. Robin Engel is an exceptional speaker, lecturer, and teacher. She has led training seminars before several police departments throughout the country, has been an invited speaker to numerous academic conferences, and has made well over 100 academic presentations throughout her career.

Dr. Cassi Fields is also an exceptional speaker and lecturer, having provided keynote presentations on inclusive leadership, designed and led training programs throughout her career, and taught at the university level for decades. She guest lectures annually for the University of Maryland, Shady Grove, Industrial/Organizational Psychology Program and is frequently sought out by various media outlets for interviews and perspective. Similarly, Larry Mayes has been a contributor to the Boston Globe, Boston

¹⁵ <https://www.leadingauthorities.com/speakers/daniel-linskey>

Herald, Commonwealth Magazine, CNN, WBUR, ABC News, and various other media outlets, and he has played key leadership and public-facing roles in the public and private sectors. A.J. Bingham teaches an MBA-level course at the Rice University Graduate School of Business (and previously taught an MBA-level course at Concordia University Texas). Additionally, he developed and hosts a weekly podcast produced by his consulting firm (*The BG Podcast*).

3.2.3.5 Ability to communicate with all levels of City employees: All Project Team members have a history of communicating well with all levels of any organization. Each team member has worked in diverse organizations at the state and federal level, and in the private sector. Mark Ehlers consistently developed excellent inter-personal relationships with ethnically and racially diverse employees in the public and private sectors, and has worked closely with police officers, detectives, crime scene technicians, support staff, and high-ranking officials. As Philadelphia City Leader for Duff & Phelps/Kroll, Ehlers works closely with a team of administrative assistants and leads morale-building activities for the entire office of approximately 45 professionals and support staff.

Rick Brown is a genuine “people person” who treats everyone he meets with dignity and respect. During his PSP career, Brown communicated with all levels of Department employees as an investigator, supervisor, and commander. As a consultant working with numerous police agencies, Brown has effectively communicated with all levels of employees in furtherance of internal investigations, audits, and technical assistance.

Dan Linskey led a highly diverse police force in Boston and is well liked by everyone, having developed relationships with local community groups and elected officials throughout the city. He has worked with union and nonunion employees and has a track record developing high performing teams and units. Linskey has identified and mentored many individuals who have developed into leaders and assumed meaningful leadership roles. He has effectively presented and testified at formal hearings before city council, state legislative, and federal entities, and is equally adept communicating in informal group and community settings. Linskey was once chastised by the Mayor of Boston for providing his cell phone number during a contentious community meeting. Linskey replied that, if people have a problem and cause his phone to ring repeatedly, it will behoove him to address the problem so the phone stops ringing. As Chief of the BPD, Linskey took great pride in his reputation for community responsiveness in addressing issues.

Dr. Robin Engel has successfully navigated the institutions of academia and policing through her respectful and empathetic dealings of students, staff, and employees from all walks of life. Dr. Engel has also worked directly with dozens of citizen and advocacy groups across jurisdictions, including the development of the Community Advisory Council (CAC) at the University of Cincinnati in the aftermath of a fatal officer-involved shooting.

As Vice President of Programs for Catholic Charities in Boston, Larry Mayes has led the organization’s 100 statewide programs in adult education, immigration resettlement and legal services, childcare, and new poverty strategies. He previously served as the Cabinet Chief of Human Services in Boston, where he led joint government/community-based initiatives to reduce crime and stabilize communities, launched a campaign to counter “Stop Snitching” sentiments in the court system, and expanded access to summer

programming for youth, all of which required extensive dealings and communications with all levels of City employees.

Dr. Cassi Fields has dedicated her career to helping public safety agencies and at-risk organizations, and she serves as an advisor to numerous large-scale public sector organizations, which requires her to communicate with a broad range of personnel at all levels. She serves on the Diversity Panel of the International Association of Chiefs of Police and the Board of Directors for the Virginia Public Safety Foundation.

Finally, A.J. Bingham has a decade of experience effectively communicating with government and political leaders at all levels of government in Texas. Through his work at The Bingham Group, he communicates daily with Austin Metro public employees on behalf of his clients and the community.

3.2.3.6 Ability to communicate with law enforcement agencies: All Project Team members have devoted the great majority of their respective careers effectively communicating and interacting with law enforcement agencies at the local, state, and federal levels. As a prosecutor, Mark Ehlers worked in close cooperation with the Metropolitan Police Department (Washington, D.C.), the Uniformed Secret Service, the U.S. Capitol Police, the Philadelphia Police Department, the Pennsylvania State Police, several local suburban police departments, and virtually every federal law enforcement agency. Since joining Kroll, Ehlers has conducted numerous internal investigations, best practice reviews, and risk and threat assessments for a diverse array of public and private sector clients, including several local and state police departments. He maintains good working relationships with the many officers, detectives, agents, and fellow prosecutors with whom he worked for many years. Rick Brown and Dan Linskey each devoted nearly three decades of their careers as police officers, both rising through the ranks to top positions within their respective departments. Since retiring, each has continued to work with diverse groups of law enforcement agencies. In addition, Linskey has conducted training and consulted with law enforcement agencies in 47 states and five countries since leaving the BPD. He currently serves on the International Chiefs of Police Association Training Committee.

Throughout undergraduate and graduate school, Dr. Robin Engel has studied, researched, and worked closely with law enforcement agencies throughout the United States and around the world to become one of the leading academic specialists in policing and a highly sought-after consultant to policing organizations. Similarly, Dr. Fields has developed hundreds of assessment centers for police, fire, and sheriff Departments throughout the United States and worked with numerous public sector agencies. She teaches police departments how to remain compliant with the Commission on Accreditation for Law Enforcement Agencies' promotional standards and has established a partnership with the International Association of Fire Chiefs where they build tests, conduct organizational assessments and present training jointly. And since 2014, Larry Mayes has served on the Community Ombudsman Oversight Panel, which reviews Boston Police Department Internal Affairs citizen complaint cases that are on appeal as well as randomly selected cases under investigation.

3.2.3.7 Ability to communicate with Council and boards and commissions: Each of the subject matter experts have frequently communicated with boards of trustees, official commissions, city councils and government officials at all levels throughout much of their respective careers. As the Superintendent-in-

Chief of the Boston Police Department, then Chief Linskey oversaw the day-to-day operation of a 3,000-person department with a budget of over \$300 million. His position and responsibilities included frequent reporting to and communicating with city government leaders, boards, councils, and commissions. Similarly, as Lieutenant Colonel for the Pennsylvania State Police, Rick Brown served as a Deputy Commissioner of Administration and Professional Responsibility and was appointed by Pennsylvania Governor Edward G. Rendell to maintain executive oversight of the Bureau of Integrity and Professional Standards (including the Internal Affairs Division), Equal Employment Opportunity Office/Heritage Affairs Office, Department Discipline Office and the Early Intervention Program Office, all of which required effective communication with key government leaders and commissions. He also was a key member of the Pennsylvania Governor's Executive Diversity Council. As an independent expert consultant to police departments and public agencies, Dr. Robin Engel frequently delivers presentations to boards, commissions, and command staff of various government departments and agencies, along with community groups.

Larry Mayes has two decades of experience working with government officials, elected officials, and community leaders. He served for six years as the Cabinet Chief for Human Services for the Mayor of Boston, and he has served on the boards of several human services organizations. Dr. Cassi Fields has testified on numerous occasions before civil service commissions and she frequently addresses boards and other organizational oversight bodies on matters within her expertise. A.J. Bingham, in his current role as the CEO of The Bingham Group, and previously as the Director of Government Affairs for the Real Estate Council of Austin, has regularly engaged with Austin's City Council boards and commissions. He also frequently interviews Austin City Council members and other government leaders on his weekly podcast, *The BG Podcast* (<https://www.bgmediagp.com/policy-episodes>).

Finally, as a managing director at Kroll, Mark Ehlers is frequently asked to report the results of internal investigations to boards of directors, audit committees, and other key stakeholders.

3.2.3.8 Organizational Skills: Each of the Project Team members bring valuable organizational skills and abilities to this assignment. All members of the team are detail oriented in their approaches to investigations, organizational reviews, research studies, and statistical analysis. Mark Ehlers developed exceptional organizational skills as an Assistant United States Attorney assigned to the Organized Crime Strike Force, which investigated and prosecuted large-scale criminal conspiracies, often involving multiple law enforcement agencies with overlapping jurisdictions. His organizational skills have also served him well at Kroll, where he has led and managed several complex and high-profile investigations, from multi-million-dollar fraud investigations to a review of admissions practices at the University of Texas at Austin. Dan Linskey and Rick Brown have both served at high levels in their former police departments, where they had immense oversight responsibilities. Both have used those skills to successfully navigate private sector consulting practices. Then Chief Linskey developed a reputation for successfully developing high performing, multi-discipline, multi-jurisdictional teams that displayed their operational skills during the Boston Marathon Bombing Response and numerous other critical events.

Dr. Engel previously served as Vice President for Safety and Reform at the University of Cincinnati, overseeing the work of over 150 employees within the Department of Public Safety, and managing a budget of over 15 million. She currently leads a research center that includes fulltime staff, doctoral students, and

partnerships with multiple agencies, organizations, and philanthropic funders. Dr. Cassi Fields was the CEO for Fields Consulting for 25 years, currently serves as the VP of Emergency Services Consulting International. Larry Mayes is Vice President of Programs for Catholic Charities in Boston, where he leads the organization's 100 statewide programs in subjects as varied as adult education to immigration resettlement and legal services. Finally, A.J. Bingham is the Founder and CEO of a successful business, The Bingham Group, LLC, a City of Austin-certified MBE. He also serves on the Boards of several non-profit organizations, including the Long Center, Trail of Lights Foundation, Thinkery, Seton 50, and Austin Sunshine Camps.

Certificate of Non-Disclosure

As requested in the RFQS at 3.2.4, Kroll certifies that we "will not make any public release of information regarding investigative interviews, assessments, evaluations, strategies, information and evidence collected, review findings, or other work product without the prior approval of designated and authorized representatives within the City."

5. Sample Documents

Section 5: Sample Documents provides a sampling of the Project Team's previous work and final reports/products addressing items called for in the Scope of Work, including previous presentations to governing bodies or public entities, such as web links to video footage and other relevant materials such as timelines and policies/protocols/templates, as requested at Section 10.5 of the RFQS.

Sample Reports

1. Kroll Report: *Review and Investigation of Officer Raymond M. Tensing's Use of Deadly Force on July 19, 2015: University of Cincinnati Police Department – Summary of Key Findings*, August 31, 2015 (See **Appendix**) [authored by Mark Ehlers and Rick Brown]
<https://www.uc.edu/content/dam/uc/publicsafety/docs/Reform/documents/Kroll%20Report%20of%20Investigation%208.31.2015.pdf>
2. Kroll Report: *North Carolina State Highway Patrol – Independent Review of Hiring and Selection, Ethics and Supervisory Training*, April 28, 2008 (See **Appendix**) [authored by Mark Ehlers]
3. Kroll Report: *Investigation of Braintree Police Department Evidence Room*, May 2, 2018 (See **Appendix**) [authored by Dan Linskey]
4. Redacted Kroll Report: *Town of Salem (New Hampshire) Police Department – Time and Attendance Audit; Internal Investigations Audit*:
<https://www.townofsaalemnh.org/home/news/police-audit> [authored by Dan Linskey]
5. Robin Engel – published articles and research:
https://www.researchgate.net/profile/Robin_Engel

Note: Many of Kroll's reports and reports prepared by other members of the Project Team are non-public and cannot be provided with this submission. If needed, we can provide other public reports upon request. (See, e.g., Kroll Report: *University of Texas at Austin – Investigation of Admissions Practices and Allegations of Undue Influence*, February 6, 2015 [authored by Mark Ehlers]
<https://www.utsystem.edu/sites/default/files/news/assets/kroll-investigation-admissions-practices.pdf>).

Video Links, Public Presentations

1. Dr. Robin Engel
 - a. Podcast: <https://tatter.fireside.fm/55>
 - b. YouTube (IACP/UC Center for Police Reform) (October 27, 2016):
https://www.youtube.com/watch?v=atDk9l8Ht_8
 - c. YouTube (Reducing Gang Violence Across Cities and Cultures) (April 13, 2013):
<https://www.youtube.com/watch?v=MiPS6KcYPhk>

2. Dan Linskey

- a. <https://www.leadingauthorities.com/speakers/daniel-linskey>
- b. Marathon Bombing investigation: <https://www.kroll.com/en/about-us/news/daniel-linskey-crisis-management-provisors-networking-organization>
- c. Police Community relations: <https://www.youtube.com/watch?v=0WGj84WqeSQ>
- d. Restarting the Community-Police Discussion: <https://www.youtube.com/watch?v=cHuTIO5kHI0>
- e. Police Community Discussion: <https://vimeo.com/186194194>
- f. City Council Testimony: <https://www.youtube.com/watch?v=ccLwaxFKDxA>
- g. State House Testimony: <https://www.youtube.com/watch?v=gCvrqKu6uZE>
- h. News Clips: <https://video.foxnews.com/v/4850454271001#sp=show-clips>;
<https://video.foxnews.com/v/5712761639001#sp=show-clips>

3. Dr. Cassi Fields

- a. Discussing *Lean In* on Channel 9 News Now: <https://www.youtube.com/watch?v=enFIWPPUdGA>
- b. Discussing how graduates should approach job hunting on Channel 9 News Now: <https://www.youtube.com/watch?v=G9y72XwIRNI>
- c. Discussing veteran unemployment and the difficulties in adapting to new technology on The Street TV, June 1, 2012: <https://www.youtube.com/watch?v=e7GFIhrMrjc>

4. Mark Ehlers

- a. Presentation to Sarasota County School Board: <https://www.youtube.com/watch?v=4dFy1ODHF-E&feature=youtu.be> (starting at approximately 1:28:00 through approximately 1:59:10).

5. J. Larry Mayes

- a. *An Interview with Larry Mayes*. Vimeo, 2013. <https://vimeo.com/64780349>.
- b. Profile of Mayes's work as a youth outreach worker: <https://commonwealthmagazine.org/criminal-justice/the-street-ministers/>
- c. Civilian Review and Police Oversight in Boston: Review and Recommendations, December 21, 2015 (See **Appendix**) (co-authored by J. Larry Mayes).

6. A.J. Bingham

- a. *A.J. Bingham – Lobbyist, Philanthropist & Entrepreneur / Establishing Your Empire Podcast*, January 22, 2020: https://www.youtube.com/watch?v=Xg0C9nB_b88
- b. *BG Podcast*, June 5, 2020: [Episode 90: Processing with Chas Moore, President and Founder, Austin Justice Coalition](#)
- c. *BG Podcast*, June 12, 2020: [Episode 92: Processing with Austin Council Member Natasha Harper-Madison \(District 1\)](#)
- d. *BG Podcast*, June 16, 2020: [Episode 93: Processing with Dr. Colette Pierce Burnette, President/CEO at Huston-Tillotson University](#)
- e. *BG Podcast – All Episodes*: <https://www.bgmediagp.com/bingham-group-podcast>

6. Service Capacity

Section 6: Service Capacity provides our detailed understanding of the requirements presented in Section 0500 Scope of Work and Kroll's capacity to provide the listed services and operations, specifically addressing items 4.0, 4.1, 4.2, 4.3, 5.0, 5.1, 5.2, 5.3, and 6.0, as requested at Section 10.6 of the RFQS.

4.0 Scope of Work: The Project Team with the support of Kroll's professional resources has the capacity and expertise to perform all the tasks outlined in the Scope of Work. The Project Team brings deep experience and the professional expertise needed to address all the concerns and issues raised in the RFQS and that are required to perform the tasks called for. We address each of the items below.

4.1 APD Officer Communication Tasks: Kroll has the in-house capacity to collect, host, and review all electronic communications of APD sworn personnel (including the Police Chief, Assistant Police Chiefs, and approximately 2,500 sworn personnel) over the past five years. As a forensic analysis firm executing more than 1,500 cybersecurity engagements annually, Kroll has direct experience collecting, safeguarding, and analyzing client data in a wide variety of contexts. Kroll is a Relativity-certified partner, which allows us to bring the entire eDiscovery workflow together in one extensible platform that combines the latest in advanced searching and analytics, machine learning, and visualizations. Kroll's eDiscovery team is made up of digital forensic collection specialists, certified Relativity administrators, project managers, document reviewers, and lawyers.

For screening online profiles, Kroll has developed an open-source intelligence platform that automates the collection of public posts on social media platforms and similar websites, including posts using pseudonyms or that are made anonymously. Once collected, the social media data is pushed through an AI-enhanced analysis tool with image recognition (augmented by client-specific keywords) that identifies potentially problematic content, such as images and text that may reflect racism, homophobia, drug use, aggression, etc.

However, while Kroll's data analysis is *enhanced* by the latest technology, it remains human-led. Our team of experienced, multi-lingual research analysts, working under the guidance of the engagement leader and subject matter experts, will assist in the substantive review of emails, text messages, instant messages, and social media posts. Our team understands the importance of contextualization – we do not just identify risks, we assess the setting of the content to provide a nuanced view of the data.

4.2 Investigation and Evaluation Tasks:

4.2.1 APD's compliance with racial and sex discrimination in employment laws: Kroll will assess APD's compliance with state and federal law as part of its overall review, with the findings included in the Kroll interim and final reports. Rick Brown, Mark Ehlers, and Dr. Cassi Fields will share responsibilities for this task, with assistance as needed from A.J. Bingham. As former Lieutenant Colonel and Deputy Commissioner of Administration and Professional Responsibility

for the Pennsylvania State Police, Rick Brown developed the PSP's Equal Employment Opportunity Office's statewide liaison program and developed deep expertise and insight into compliance with Title VII of the Civil Rights Act. He had oversight of workplace sexual harassment and hostile work environment complaints and employee/citizen complaints that alleged discrimination or disparate treatment through the Internal Affairs and/or EEOO functions.

Similarly, Mark Ehlers is a co-leader of Kroll's Sexual Misconduct Investigations Practice, with substantial experience conducting compliance investigations involving workplace discrimination and harassment, including Title VII investigations. He has led multiple investigations of alleged racial discrimination and harassment in the workplace and currently works with school districts in developing and updating anti-discrimination and anti-harassment policies and procedures.

Dr. Fields has spent most of her career in public safety implementing programs to eliminate sexual and racial discrimination. She served as the lead industrial psychologist for the Fairfax County (VA) public safety consent decree, the Macon (GA) public safety consent decree, the U.S. Drug Enforcement Administration consent decree, and is currently serving as the lead psychologist in the Memphis (TN) Police Department, which has been discrimination-free [in promotions] for the past 12 years, ever since Dr. Fields was hired to eliminate bias in promotions in that Department. She also has served as the lead expert in discrimination cases in law enforcement for police departments in Hartford (CT) and Boston (MA), and she served as part of the monitoring team for the New Orleans (LA) Police Department.

Kroll will examine APD's compliance with federal and state laws by reviewing existing policies and procedures, including complaint and grievance procedures, concerning allegations of racial and sexual discrimination and harassment in the workplace; assessing and evaluating past incident and investigation reports and how APD handled such complaints; and exploring through interviews the culture and climate of APD regarding issues of race and gender and its impact on female officers/employees and officers/employees of color.

4.2.2 Analysis of use-of-force incident reports from June – November 2019 (2,200 reports and video footage): Police use of force on citizens must be reasonable and justified. Whether the force is minimal or lethal, it must be properly reviewed and evaluated by APD command and supervisory personnel to make sure the level of force used was appropriate for the threat and limited to the least amount of force necessary to facilitate the arrest or intervention. Kroll will review, evaluate, and analyze all APD incident reports and videos involving use of force from June through November 2019. The cases will be assessed and aggregated by location, resulting charges, outcomes, demographic information of persons involved, and incorporated into Kroll's final report specifically identifying any patterns or trends that support disparate outcomes based on ethnicity or race.

Rick Brown will have oversight and primary responsibility for this task. Brown monitored and assessed use-of-force investigations and Force Review Boards pursuant to a federal consent decree in Oakland, California, and monitored and assessed Force Investigations and Command Level Force Review Teams (CLFRT) in the recently completed federal consent decree in Detroit, Michigan. Brown is frequently retained as a subject matter expert on police use of force in outside internal investigations and federal litigation. Brown will be assisted as needed by Kroll support

staff to help with organizing, categorizing, prioritizing, and documenting all reports and cases analyzed.

4.2.3 Aggregate and evaluate data on police-citizen interactions from June – November 2019 for evidence of racial and/or ethnic disparities in searches, arrests, charges, and citations: Led by Dr. Robin Engel, Kroll will create a series of action plans for the collection and measurement of appropriate benchmarks to assess the level of racial/ethnic disparities in various outcomes, including police enforcement actions, searches, arrests, charges, and citations. While all members of the Project Team are skilled at developing proper assessment methodologies, Dr. Engel has done so in the academic environment throughout her entire career.

Beyond interviews with officers and citizens, we will conduct statistical analyses of official data sources derived from various units within the APD. Official data to be examined may include stops, citations, arrests, searches and seizures, deployment patterns, calls for service, citizen complaints, and other data collected that may capture potential racial/ethnic disparities in outcomes, and/or discriminatory behavior by officers. Analyses of these data will include a variety of advanced statistical techniques, including regression modeling, hierarchical linear modeling, interrupted time-series, and spatial analyses, among others. In addition, external data—to include U.S. Census, GIS files, citizen surveys, and any known source of citizen complaints outside the department – will be examined to provide additional context. These types of assessment methodologies and statistical analyses have been routinely conducted by Dr. Engel and her academic colleagues across dozens of jurisdictions, resulting in numerous peer-reviewed academic publications and agency reports. For example, Dr. Engel has written several peer-reviewed articles that describe the appropriate use of these methodologies and statistical techniques and critiqued their inappropriate use by others.

Additionally, Rick Brown maintained overall supervisory responsibility for the PSP's five-year independent research Police-Citizen Contact Project. Assisted by researchers from two major academic institutions, the project evaluated the extent to which PSP officers engaged in racial or biased based policing during motor vehicle stops. Brown subsequently oversaw the implementation of proactive training and operational strategies to monitor and prevent racial profiling.

Disparities identified in searches, arrests, charges/citations will be incorporated into the Kroll final report.

4.2.4 Review and evaluation of complaints made against APD officers within the last ten years and disciplinary action taken or not taken: Among other factors, Kroll will review the timeliness in APD's processing/intake, the fairness and objectivity of formal investigations, and the speed with which complaints are resolved. It is also important to review and evaluate feedback mechanisms and to identify any processes that are potentially intimidating or threatening to complainants.

Kroll will also assess the APD case management system for complaints filed against APD employees. This assessment will include ascertaining if:

- Internal investigations are conducted in a thorough and timely manner.
- Investigations comport with department policy, ensuring the rights guaranteed under the *Miranda v. Arizona* and *Garrity v. New Jersey*.
- Supervisors are reviewing the investigations and making appropriate findings in accordance with the “preponderance of the evidence” standard in administrative matters.
- APD properly collects and processes physical evidence.
- Submitted investigative reports are returned for additional investigation as warranted.
- Fair and consistent discipline is imposed as appropriate in sustained cases.
- Appropriate training is provided in these matters.

Rick Brown and Larry Mayes will assume oversight and primary responsibility for this task. Brown served as the lead member of the PSP’s contract negotiating team for collective bargaining proceedings in 2004 and 2008 with the Pennsylvania State Troopers Association. The outcome of the 2004 proceedings resulted in a landmark arbitration decision in favor of the PSP and for reforming and improving Trooper discipline and related processes.

Brown also oversaw the PSP’s reform and accountability efforts in the areas of misconduct, sexual harassment/sexual misconduct, sworn member domestic violence, use of force, discipline, and early intervention/risk management initiatives. Brown monitored and assessed internal investigations and discipline (including training) pursuant to the state consent decree in Niagara Falls, New York, and the federal consent decree with the Maricopa County Sheriff’s Office in Phoenix, Arizona. Brown also developed the internal investigation training curriculum for investigators at the MCSO.

Since 2014, Mayes has served on the City of Boston’s Community Ombudsman’s Oversight Panel, which reviews Boston Police Department Internal Affairs citizen complaint cases that are on appeal or under investigation. This team published recommendations that they presented to Mayor Walsh regarding civilian review boards, revamping the civil rights office, and the use of technology for civilian concerns or acclamations about in-time interactions with officers in the field.

Brown and Mayes will be assisted by Bingham, Ehlers, Linskey, and Kroll staff as needed on this task.

4.2.5 Analysis of incidents leading to lawsuits alleging police misconduct over the last ten years: Kroll will assess APD incidents over the last ten years that have resulted in lawsuits. Kroll will specifically assess and aggregate by location, outcomes, demographic information of persons involved, and settlements/final dispositions. Kroll’s findings will be incorporated into its final report, specifically identifying any patterns or trends that suggest disparate outcomes based on ethnicity or race and opportunities for better agency risk management.

Rick Brown will have oversight and primary responsibility for this task, with assistance from Ehlers and Linskey. Brown monitored and assessed internal investigations and discipline (including training) pursuant to the state consent decree in Niagara Falls, New York, and the

federal consent decree with the Maricopa County Sheriff's Office. Ehlers, Brown, and Linskey are frequently retained to conduct independent internal investigations and organizational assessments.

Brown has testified in civil proceedings in federal and state courts. His experience extends to quasi court proceedings such as testifying before police misconduct arbitrators and arbitration panels, Unfair Labor Practice Hearings, and Workman's Compensation Hearings. Brown worked extensively with the PSP Office of Chief Counsel on evaluating incidents that lead to lawsuits and subsequent settlements to better manage agency risk. Brown is currently a SME in several federal excessive force lawsuits.

4.3 Assessment Tasks: Review and provide feedback on APD's internal assessment of the training academy.

4.3.1 Assess recruitment practices and protocols to ensure ethnic and gender diversity:

Under the direction of Dr. Cassi Fields and Rick Brown, with advice and assistance from Larry Mayes and A.J. Bingham, Kroll will create a series of action plans for the collection and measurement of appropriate benchmarks to assess the level of racial/ethnic disparities in various outcomes, including recruitment, hiring, and training of officers. Kroll will examine the APD's current efforts to recruit, hire, promote, and retain personnel, including efforts to increase ethnic, racial, and gender diversity within its ranks. We will evaluate APD's marketing and messaging programs relating to its recruitment efforts, assess written and online materials used to promote diversity in recruitment, interview personnel with recruitment responsibilities, and assess policy statements or internal memoranda concerning the recruitment, hiring, promotion, and retention of employees. Informational campaigns will be assessed on how effectively they address issues such as benefits, salaries, educational and promotional opportunities. In addition, the exploration of the recruitment, hiring, and promotional processes will be conducted, using both official and survey data.

Kroll will further assess if the APD sufficiently collaborates with community groups in surrounding neighborhoods and urban areas to identify potential testing and processing locations that are familiar and accessible to diverse groups of applicants. Other community collaboration efforts will also be identified and assessed for effectiveness.

Kroll will evaluate the APD applicant process to ensure all phases are bias free. We will review current hiring and screening components, including, if applicable, background investigations, review panels, polygraph tests, drug tests, psychological testing, physical readiness, and empaneled review or screening boards. Kroll will identify APD recruitment practices determined to be an impediment to diversifying the department's workforce, as well as highlight hiring and screening procedures that fail to adequately determine the extent to which officers are equipped to meet the demands of policing in an urban setting.

Dr. Fields is a nationally renowned expert in the design, development, validation, and administration of large-scale public safety human capital projects, with special expertise in selection and promotional systems in organizations with a history of employment discrimination litigation. She will take primary responsibility for this task, along with Brown, who as PSP Deputy

Commissioner, collaborated with the Governor's Advisory Commissions on Latinx, African-American, and Asian Affairs in the development of innovative community based and process strategies to improve and reform the department's hiring processes to recruit people of color and women into enlisted and civilian positions. Dr. Fields and Brown have also served as subject matter experts with the United States Office for Justice Programs, Diagnostic Center in examining recruitment, diversity, and retention issues with the Hartford Police Department from September 2017 – May 2018. Dr. Fields and Brown will be assisted by Mayes (advisory role) and Bingham (local community outreach), both of whom have extensive and varied experience with public sector engagement in diverse communities and has served in major leadership roles for public entities and non-profit, community-based organizations in Boston and Austin, respectively.

4.3.2 Assess APD's system for professional rankings and promotions in countering potential bias and discrimination: Led by Brown and Linskey (with assistance from Dr. Fields), Kroll will evaluate past promotional processes and attempt to identify potential roadblocks to success, particularly focused on professional rankings and promotional practices that impact persons of color, women, and LGBTQ officers. We will further conduct a needs assessment for supervisory traits, characteristics, and job functions to help identify which factors promotional examinations should be testing for in lieu of formal promotional examination memorization and repetition.

4.3.3 Identify training academies and evidence-based best practices that result in reduced force incidents and better communications with diverse groups. Cultural diversity, unconscious bias, history of race and class issues in policing, and sensitivity training must cover appropriate police interactions with persons of different races, ethnicities, religious groups, sexual orientations, genders, and persons with disabilities. Kroll will assess the APD's existing training directed towards ensuring that its personnel possess adequate cultural and diversity sensitivity, and the communicative skills necessary to effectively patrol in racially and ethnically diverse, multi-cultural environments. In executing this portion of the assignment, Kroll will:

- Evaluate the cultural diversity and sensitivity training provided by the APD to determine if it is sufficiently comprehensive, interactive, and ongoing.
- Review training curricula in these areas, interview APD personnel to better understand the challenges officers and supervisors face while on patrol and how equipped they are to confront and appropriately handle the challenges of a racially and ethnically diverse environment.
- Meet with community leaders, civil rights advocates, and stakeholders to gather community input on the strengths and weaknesses of APD's community interaction.
- Assess existing training protocols on citizen encounters, including supervisory responsibility to ensure adherence to expectation-of-conduct standards by subordinates.
- Review and evaluate the level of training, experience, and credentials of instructors.
- Evaluate applicable APD community policing strategies designed to increase community interaction and support, and to improve resident's participation with police services.

- Evaluate and revamp active bystander training programs designed to address officers who proactively identify and respond to other officers' violations of policy and misconduct.

Kroll will further assess if APD training provides all personnel with the skill sets, sensitivity, and procedures needed to effectively and safely engage with citizens from diverse communities and a diverse student population. We will compare APD's existing training and experiences with our knowledge of and research pertaining to best practices nationally as applied by urban police forces.

This task will be led by Rick Brown and Dan Linskey, both of whom come from major leadership roles with significant responsibility and proven success in the training of police officers in proper methods of de-escalation and use of force. Dr. Cassi Fields will provide additional support and expertise to their evaluation and analysis based on her extensive experience in designing, developing, and leading training programs for public sector agencies.

5.0 Contractor's General Responsibilities / Final Report: Led by Mark Ehlers with assistance from the subject matter experts (Brown, Engel, Linskey, Fields, Mayes, and Bingham), Kroll will complete a final, comprehensive written report that will be delivered and presented to the City no later than December 6, 2021. The final, comprehensive written report will detail Kroll's findings, conclusions, and recommendations concerning:

- The framework for regularly recurring reporting to the Public Safety Commission and Council on APD's progress towards achieving the fair administration of justice, an indicator in the Council-adopted five-year strategic plan (Strategic Plan 2023);
- Reporting to the Public Safety Commission and Council on the plan to address and remedy any weaknesses and threats for APD as may be identified in the Equity Office's equity Section 0500 Scope of Work assessment tool;
- Any patterns of systemic racism, racist behavior, and other forms of discrimination found in all the areas of focus outlined in Sections 4 and 5 of this RFQ 4.0, 5.0, 6.0;

The written report will also include recommendations to remedy and prevent patterns of bias and options for a mechanism to incorporate the recommendations and accountability metrics into the performance standards for the APD Executive Team. The report will also address the Investigation and Evaluation Tasks (5.1), Assessment Tasks (5.2), and Communication Tasks (5.3) – in particular, Kroll's findings, conclusions, and recommendations concerning

- An actionable plan, measurable benchmarks, and appropriate timeline that will endeavor to assist APD in eliminating material racial disparities in APD stops, searches, arrests, and use-of-force incidents (5.1.1);
- Continuing education for active APD personnel as part of the required biennial recertification process on topics including implicit bias, racial and ethnic bias, gender bias, de-escalation,

the history of policing and its intersection with race in our community, cultural competency, and other topics as recommended by the Equity Office and Office of Police Oversight (5.1.2);

- Reputable leadership training that would benefit APD organizational culture (5.1.3);
- Measures to establish clear, published qualification standards as it relates to the qualifications required for appointment to Assistant Police Chief, as consistent with state law (5.1.4) and measurable benchmarks for enhancing diversity at all levels of the department (5.3.4.1);
- Improvements to background checks and screening of incoming cadets as well as active officers being considered for promotion as it relates to topics such as explicit and implicit bias, racism, homophobia, gender bias and other forms of discrimination (5.1.5);
- Conducting confidential exit interviews and information gathering from APD cadets that have withdrawn from the training academy prior to graduation, to determine the circumstances for separation; conduct confidential interviews and information gathering with cadets that have recently graduated from the APD academy (5.1.6);
- Identifying police academies that have successfully revised training resulting in reduced force incidents and improved communication with diverse communities and a summary of best practices on training reforms (5.1.7);
- Ways to improve training with input and participation of community groups representing those disproportionately affected by policing, including community groups representing non-white residents and populations, non-English speaking residents and populations, LGBTQIA+ resident and populations, and residents and persons with disabilities (5.1.8).
- An actionable plan, measurable benchmarks, and appropriate timeline for eliminating racial disparities found in APD recruitment, hiring, training, and graduation (5.2.1), including:
 - Continuing education for active APD personnel as part of the required biennial recertification process on topics including implicit bias, racial and ethnic bias, gender bias, de-escalation, the history of policing and its intersection with race in our community, cultural competency, and other topics as recommended by the Equity Office and Office of Police Oversight (5.2.1.1);
 - Reputable leadership training that would benefit APD organizational culture (5.2.1.2);
 - Establishing clear, published standards as it relates to the qualifications required for appointment to Assistant Chief as consistent with state law (5.2.1.3);
- Creating measurable benchmarks for enhancing diversity at all levels of the APD department (5.2.2), including;

- Improving background checks and screening of incoming cadets as well as active officers being considered for promotion as it relates to topics such as explicit and implicit bias, racism, homophobia, gender bias and other forms of discrimination (5.2.2.1);
- Creating a regular reporting structure for City management to report to Council on detailing cadet academy class sizes, attrition rates and demographics as well as active officer attrition rates and demographics (5.2.3);
- Evidenced-based best practices, identifying police academies that have successfully revised training resulting in reduced force incidents and improved communication with diverse communities (5.2.4);
- Improvements in training should be finalized with input and participation of community groups representing those disproportionately affected by policing including those representing non-white residents and populations, non-English speaking residents and populations, LGBTQIA+ resident and populations, and residents and persons with disabilities (5.2.5); and
- Identify APD sworn personnel, including Police Chief and Assistant Chiefs communications, concerning all public posts on social media platforms, including posts made using pseudonyms or made anonymously, that are available to the investigator, City email, and text messages and instant message communications on City devices within the last 5 years as it relates to topics such as explicit and implicit prejudiced behavior: bias, racism, homophobia, gender bias and other forms of discrimination (5.3.1).

6.0 Miscellaneous Information: Kroll is further prepared to comply with the miscellaneous requirements set forth in the RFQS, including having our team in place to begin work in late-August or early-September (6.1), conducting twice monthly phone check-ins with the City's Contract Manager (6.2), providing updates on Kroll's findings throughout the terms of the contract (6.3), and publicly presenting on interim report to the Austin City Council on or before December 7, 2020 (6.4).

RESUME/CVs

JOHN R. "RICK" BROWN

TRANSPARENCY MATTERS, LLC

P.O. Box 6598 ~ Harrisburg, Pennsylvania 17112-0598

Home: (717) 712-2066

rbrown@transparencymattersllc.com

Mobile: 717-712-2066

Motivational leader and "hands-on" team contributor that is experienced at managing multiple responsibilities simultaneously in a fast-paced, highly visible environment. Proven communicator that develops trusting relationships with integrity and a commitment to service.

CAREER ACCOMPLISHMENTS

- Selected to work with the, in the United States District Court for the District of Arizona under the direction of Judge G. Murray Snow. Monitor and technical assistance engagement complete March 2018.
- Selected to work with the Office of the Independent Monitor of the Oakland Police Department in the Negotiated Settlement Agreement (NSA) in the case of *Delphine Allen, et al., vs. City of Oakland, et al.* in the United States District Court for the Northern District of California under the direction of Judge Thelton E. Henderson.
- Selected to work with the Office of the Independent Monitor of the City of Detroit Police Department in the July 18, 2003 Consent Decree brought by the United States Department of Justice in the United States District Court for the Eastern District of Michigan Southern District under the direction of Judge Julian Abele Cook, Monitor and technical assistance engagement complete August 2014.
- Selected to work with the Office of the Independent Monitor of the Niagara Falls, New York Police Department in the November 30, 2010 Consent Decree brought by the State of New York in the Supreme Court of the State of New York for Niagara County under the direction of Judge Ralph A. Boniello III, monitor and technical assistance engagement complete February 2015.
- Oversee all segments logically related in scope to the investigation, accountability, and policies employed by the Pennsylvania State Police regarding police misconduct, with an emphasis on prevention through training programs at all levels.
- Designated as the department liaison between the Pennsylvania Office of Inspector General, Office of the Governor, Pennsylvania State Police Commissioner, and Kroll, The Risk Consulting Company, during their independent investigation and monitoring of the department's handling of sensitive internal sexual harassment, sexual misconduct, and domestic violence issues. The department complied with the forty recommendations identified by the Office of Inspector General in one year.
- Selected to serve as Member of the Department's contract negotiating team for collective bargaining proceedings in 2004 (Act 111) and in 2008 with the Pennsylvania State Troopers Association (Union). The outcome of the 2004 proceedings resulted in a landmark arbitration decision received by the department and recognized by Pennsylvania Governor Edward G. Rendell in 2004, for reforming and improving member discipline and related processes.
- Collaborate with the Governor's Advisory Commissions on Latino, African American, and Asian Affairs in the development of innovative community based and process strategies to improve and reform the department's hiring processes to recruit qualified minorities and women into enlisted and civilian positions.
- Maintain overall supervisory responsibility for the independent research Police-Citizen Contact Project voluntarily initiated by the Pennsylvania State Police. Utilize applied research to determine if the department engages in racial or biased based profiling during motor vehicle stops. Implement proactive training and operational strategies to monitor and prevent racial profiling.

- Guest Speaker; International Association of Chiefs of Police, Washington (State) Association of Sheriffs and Police Chiefs, American University – Washington, DC, George Mason University, Fairfax, VA, California State University of Pennsylvania, Elizabethtown College – Elizabethtown, Pennsylvania, Pennsylvania Department of Corrections Annual Training Symposium, Office of National Drug Control Policy - Domestic Highway Enforcement Program (DHE) – High Intensity Drug Trafficking Areas (HIDTA) Annual Conference.

PROFESSIONAL EXPERIENCE

TRANSPARENCY MATTERS LLC (TMLLC), Harrisburg, Pennsylvania 2010 – Present
www.transparencymattersllc.com, Certified MBE (Third Party - Eastern Minority Supplier Development Council) and Veteran-Owned Small Business (VOSB).

Owner/Independent Consultant

- Law enforcement consultant focused on building transparent policing policies and process change that provides organizational efficiencies, personnel accountability, diversity, community education, training, and monitoring.
- Subject Matter Expert, Use of Force Review and Analysis, retained by Attorney Charles Bonner, San Francisco, CA in case Maurice Crawley v. Syracuse Police Department, October 2018 – Present.
- Subject Matter Expert, Use of Force Review and Analysis, retained by J. Mark Pecci, II, Marks, O'Neill, O'Brien, Doherty & Kelly, P.C., Philadelphia Office, One Penn Center, 1617 John F. Kennedy Boulevard, Suite 1010, Philadelphia, PA in case Ryan Patterson v. Michael Fiocca (Delaware River Port Authority Police) retained March 8, 2018 – October 2018.
- Moderator/Expert/Policing Chairman, American University, Washington, DC, Inaugural; And Justice for All Symposium Series (Criminal Justice Reform), October 2018 – Present.
- Subject Matter Expert and Team Leader, Police Foundation, Homicide Operations Assessment, New Orleans Police Department, New Orleans, LA, October 2017 – July 2018.
- Subject Matter Expert, United States Office for Justice Programs (OJP), Diagnostic Center, Hartford Police Department, Hartford CT, Recruitment, Diversity, and Retention Issues, September 2017 – May 2018.
- Subject Matter Expert and Independent Investigator Internal Administrative Investigation, Coral Gables Police Department, Coral Gables, FL, September 2017 – February 2018.
- Subject Matter Expert, Use of Force Review and Analysis, retained by Plaintiff's Attorney Charles Bonner, San Francisco, CA in an excessive force case involving Alonzo Grant v. Syracuse Police Department, September 2016 – October 2018.
- Subject Matter Expert contracted by Kroll Associates, Inc., Philadelphia PA to conduct an internal assessment of Community Engagement policies and practices, of the University of Chicago Police Department, Chicago, IL, November 2016 – January 2017.
- Stadium Security Risk and Vulnerability Assessment, Contracted by MSA Security, Inc., 9 Murray Street, 2nd Floor, New York, NY 10007; University of Maryland, College Park, MD and University of Michigan, Ann Arbor, MI (Big Ten Conference), October 2016 – November 2016.
- Independent Monitor for the Maricopa County Sheriff's Office, Phoenix, AZ, Internal Investigations and related training, August 2016 – March 2018.
- Moderator/Panelist, National Black Prosecutor's Conference, St. Louis, MO, on the President's Task Force Report on 21st Century Policing, July 11, 2016.
- Guest Speaker, International Association of Chiefs of Police (IACP), Institute for Community-Police Relations, July 2016 – Present.
- Subject Matter Expert, United States Office for Justice Programs (OJP), Diagnostic Center, Springettsbury Township Police Department, Police-Community Relations, Use of Force, and Citizen Complaints Engagement, York County, PA; May 2016 – August 2018.
- Subject Matter Expert contracted by the United States Department of Justice, Special Litigation Section, Washington, DC for the pattern and practice investigation of the Baltimore Police Department, Baltimore, MD; September 2015 – Completed August 2016.
- Security Supervisor for Apex Security; VIP and Altar Detail for the visit of Pope Francis, World Meeting of Families, Ben Franklin Parkway, Philadelphia, PA, September 26-27, 2015.

- Subject Matter Expert contracted by Kroll Associates, Inc., Philadelphia PA to conduct an internal administrative investigation (tactics and the use of deadly force analysis) of the University of Cincinnati Police Department Fatal Officer Involved Shooting in the City of Cincinnati, July 2015 – September 2015.
- Subject Matter Expert on tactics and the use of deadly force analysis contracted by the law firm of Elliott Greenleaf, Philadelphia, PA by a Hummelstown, Pennsylvania Police Officer, August 2015 – November 2015.
- Consultant for the Middletown Police Department, Middletown, Pennsylvania to assess policies; conduct internal investigations, develop Executive Search Protocols, and conduct operational reviews; June 2014-Present.
- Subject Matter Expert and Independent Investigator Municipality of Anchorage; Internal investigation into the conduct of the Anchorage Police Department and Alaska National Guard regarding Sexual Assault Complaints and Illegal Narcotics Distribution Allegations, October 2014 – November 2018.
- Subject Matter Expert, United States Office for Justice Programs (OJP), Diagnostic Center, Metro East Police District Commission (MEPDC) Engagement, Ethics and Accountability Initiative, East St. Louis, IL; July 2013 – December 2016.
- Primary Security Representative/Investigator, National Football League (NFL), Philadelphia, PA, Domestic Violence, Sexual Misconduct, Personal Conduct Policy investigations, June 2013-Present.
- Presenter teamed with Daigle Law Group, Southington, CT conduct instruction on special (internal) investigations at the Connecticut State Police Academy; June 2014 and Westport, CT Police September 2015. Community Relations and Police Use of Force, Use of Force Summit, Uncasville, CT; December 2014.
- Consultant for the Anchorage, Alaska Police Department with the International Association of Chiefs of Police (IACP), assessed policies and practices and made recommendations to Mitigate Sexual Misconduct June – September 2012.
- Independent Monitor for the Niagara Falls, New York Police Department, Internal Investigations, Use of Force, Discipline and Community Relations; August 2011-February 2015.
- Subject Matter Expert with the Puerto Rico Police Department (2nd largest U.S. Police Department), Community Outreach, Complaint Reception and Processing, Internal Investigations, Member/Employee Discipline, and Training December 2010-February 2015.
- Independent Monitor for the City of Detroit Police Department teamed with Police Performance Solutions LLC, Dover, NH; October 2010-August 2014. The United States Department of Justice announced successful resolution of the Consent Judgment on August 25, 2014, Monitor engagement complete.
- Independent Monitor for the Oakland Police Department teamed with Police Performance Solutions LLC, Dover, New Hampshire; May 2010-Present.
- Office for Victims of Crime, United States Department of Justice, Diversity Working Group; March 2010-Present.

PENNSYLVANIA STATE POLICE, Harrisburg, Pennsylvania

1981 – 2010

Deputy Commissioner of Administration and Professional Responsibility, 2006-2010

Deputy Commissioner of Professional Responsibility, 2004-2010

Rank: Lieutenant Colonel

- Accepted additional responsibilities in December 2006 formerly assigned to the Deputy Commissioner of Administration
 - Maintain executive oversight of the Bureau of Training and Education (Academy/Training Centers), Bureau of Human Resources, Member Assistance Program, and the Recruitment and Special Services Office (Targeting minorities and women for employment).
 - Appointed by Governor Edward G. Rendell to maintain executive oversight of the Bureau of Integrity and Professional Standards, Equal Employment Opportunity Office, Department Discipline Office, and the Early Intervention Program Office (March 2004). Acquired the Heritage Affairs Office in May 2006 and the newly created Office of Risk Management in January 2009.
- Contribute to the oversight of an annual budget over \$840 Million involving 4664 sworn and 1600 non-sworn personnel; and responsible for all segments logically related in scope to the prevention, investigation and accountability measures employed by the department regarding police misconduct.

- Maintain oversight for all risk management issues across the full spectrum of potential liability affecting department operations.
- Commissioner's Designation of Duties, in his absence; assume the duties of Acting Commissioner with responsibility for the day-to-day administrative, operational, and policy decisions of the Department. Act as liaison with the Governor, Deputy Chief of Staff, Criminal Justice Policy Office, and cabinet officials.

Director, Bureau of Professional Responsibility; Rank: Major, 2003-2004

- Provided executive oversight of two Divisions and one Office with 35 personnel within the Bureau.
- Managed the Internal Affairs Division, Systems and Process Review Division, and the Early Intervention Program Office.
- Led the development of the Early Intervention Program Office of the Pennsylvania State Police.
- Designated as the liaison to the Pennsylvania Office of Inspector General during their independent review of department misconduct investigations, policies, and procedures.
- Designated as liaison with Kroll, The Risk Consulting Company during their independent monitoring of the department's implementation of the forty recommendations identified by the Pennsylvania Office of Inspector General. Kroll provided periodic reports to the Office of the Governor.

Director, Internal Affairs Division; Rank: Captain, 2000-2003
(Acting Captain from April 26, 1999 - January 29, 2000)

Responsible for directing the work of fifteen subordinates; direct and investigate complex criminal and administrative investigations involving allegations of misconduct involving Department personnel. Responsible for non-complaint investigations mandated by directives, assist the Office of Chief Counsel and conduct other confidential investigations as directed by the Commissioner.

Commander, Central Section, Internal Affairs Division; Rank: Lieutenant, 1997-2000

Direct and investigate complex confidential criminal and administrative investigations involving allegations of personnel misconduct and the use of deadly force. Supervise the work of four investigators.

Administrative Officer, Internal Affairs Division; Rank: Corporal to Sergeant, 1994-1997

Review confidential investigative reports for accuracy, completeness, compliance with regulations, and labor agreements. Conduct training seminars; aid in receiving and tracking personnel complaints, and track active investigations to ensure timely submission.

Criminal Investigation Unit (First Line) Supervisor, Troop H, Harrisburg; Rank: Corporal, 1993-1994

Supervise complex criminal investigations; perform normal supervisory duties of eleven-member unit. Be familiar with all facets of criminal investigation, including but not limited to homicide, robbery, rape, burglary, theft, etc. Supervise confidential background investigations on applicants for Commonwealth and other law enforcement agency employment.

Patrol Unit (First Line) Supervisor, Troop H, Harrisburg; Rank: Corporal, 1993

Supervise patrol members responding to crime scenes, motor vehicle accidents, warrant service, special situations and other patrol related duties. Responsible for reviewing criminal investigation and patrol related reports.

Intelligence/Vice Officer, Troop H, Harrisburg; Rank: Trooper, 1992-1993

Responsible for collecting, recording and disseminating confidential intelligence information regarding sex offenders, gangs, organized crime and other subversive organizations. Intelligence gathered to ensure Commonwealth domestic security.

Criminal Investigator, Troop H, York and Harrisburg Stations; Rank: Trooper, 1984-1992

Responsible for investigations into all facets of crime, including but not limited to homicide, robbery, rape, burglary, theft, motor vehicle theft, organized crime, etc. Job responsibilities also include conducting confidential background investigations on applicants for Commonwealth and other law enforcement agency employment.

Patrol Officer, Troop H Harrisburg – York Station; Rank: Trooper, 1983-1984

Investigate motor vehicle accidents and thefts. Enforce criminal and traffic laws and serve arrest warrants. Secure and search crime scenes; completing investigative reports; collect and compile evidence in ongoing cases, testify in court; operate radar.

Criminal Investigator, Troop K, Philadelphia; Rank: Trooper 1983

Responsible for investigating robberies occurring at State Stores, investigations on State Hospital grounds; warrant service and confidential background investigations on applicants for Commonwealth employment.

Patrol Officer, Troop K, Philadelphia; Rank: Trooper, 1981-1983

Investigate motor vehicle accidents and thefts. Enforce criminal and traffic laws and serve arrest warrants. Secure and search crime scenes; completing investigative reports; collect and compile evidence in ongoing cases, testify in court; operate radar.

MILITARY EXPERIENCE

United States Navy

1976 - 1980

Aviation Maintenance Administrator; Highest Rank: E-5

- Oversaw personnel assigned to the Maintenance Control Divisions of Attack Squadron 93 (VA-93), on the aircraft carrier USS Midway, and Patrol Squadron 46 (PATRON 46), Moffett Field, CA.
- Ensured accuracy, completion, and secure storage of all data related to the configuration, history, maintenance, receipt, and transfer of Naval Aircraft and related aeronautical equipment.
- Earned Secret Security Clearance.
- Received Honorable discharge.

EDUCATION

EASTERN UNIVERSITY, St. Davids, Pennsylvania

Master of Business Administration, Management Concentration

ELIZABETHTOWN COLLEGE, Elizabethtown, Pennsylvania

Bachelor of Professional Studies, Major in Criminal Justice

Middletown Area High School graduated June 1976

TRAINING AND CERTIFICATIONS

- Private Investigator's License, Approved Dauphin County President Judge Todd A. Hoover, June 4, 2013.
- National Football League (NFL) Primary Security Representative Annual One-Week Training, Ft. Lauderdale, FL; June 2013; San Diego, CA June 2014, Ft. Lauderdale, FL May 2015, San Diego, CA May 2016, Washington, DC 2017, San Diego, CA 2018.
- Law Enforcement Officer's Safety Act (LEOSA), Certified to Carry Firearms, Commonwealth of Pennsylvania Card #0005906, Dauphin County Sheriff's Confirmation #09329531.
- Force Science Institute, Force Science Certification, Alexandria, VA, April 22-26, 2013.
- U.S. Department of Homeland Security, Emergency Management Institute, FEMA, IS-00700, National Incident Management System (NIMS), March 31, 2006.
- The Police Executive Development Program (POLEX), Advanced Part 2, Pennsylvania State University, earned 3 undergraduate credits, March 2004.
- Federal Bureau of Investigation National Academy, 211th Class, University of Virginia, Quantico, Virginia, completed December 13, 2002, earned 15 undergraduate credits
- The Police Executive Development Program (POLEX), Pennsylvania State University, Basic Part 1, earned 3 undergraduate credits, March 1999.

- Pennsylvania State Police Academy, July 1981.
- United States Navy, Aviation Maintenance Administration “A” School, NTTC Meridian, MS, November 1976.
- United States Navy Basic Training, Great Lakes, IL, August 1976.

PROFESSIONAL RECOGNITION

- Community Excellence Award, Youth 10x Better Ministries, Middletown, PA, June 2018.
- Commonwealth of Pennsylvania, Office of Inspector General, Certificate of Recognition, August 21, 2010, for leading positive change in the implementation and administration of accountability measures.
- Complimentary Letter from former Pennsylvania State Police Commissioner Paul J. Evanko for work on high level department internal investigations.
- Pennsylvania State Police, Medal of Commendation (Department’s 2nd Highest Award), for selfless sacrifice and extraordinary service in protecting the image, integrity and reputation of the Department.
- Honorable Discharge, Pennsylvania State Police, May 21, 2010.
- Certificate of Appreciation, International Association of Chiefs of Police (IACP), for outstanding contributions toward the professionalization of Law Enforcement.
- Record of Service Citation from the Pennsylvania House of Representatives May 11, 2010.
- Record of Service Citation from the Senate of Pennsylvania May 2, 2010.
- Complimentary Letter from the United States Secret Service, G-20 Economic Summit, Pittsburgh, Pennsylvania, dated September 28, 2009.
- Commissioner’s Certificate of Recognition, 2009 Barack Obama 44th Presidential Inauguration; January 20, 2009.
- Recognized by Kroll, The Risk Consulting Company in their Fourth (Final) Report of the Independent Monitor of the Pennsylvania State Police for providing invaluable assistance to the Monitor, February 21, 2005.
- Complimentary Letter from Pennsylvania State Police Commissioner Jeffrey B. Miller for work on discipline improvements during the 2004, Act 111 Interest Arbitration, and subsequent Award; dated January 17, 2005.
- Troop Commander’s Letter of Commendation; dated June 15, 1994, for work in a bank robbery investigation.
- Letter of Appreciation from the New York State Police; dated September 26, 1991 and Troop Commander’s Letter of Commendation; dated March 16, 1993, for work in a high-profile homicide investigation.
- Commissioner’s Letter of Commendation; dated January 11, 1991, for arrests in child abuse and sexual abuse criminal investigations dated January 9, 1991.
- Complimentary Letter from the Harrisburg, PA Director of the YWCA Rape Crisis and Domestic Violence Services Office for work on a child sexual assault case.
- Troop Commander’s Letter of Commendation; March 8, 1990, for work in a Corrupt Organizations investigation.
- Complimentary Letter from Dauphin County District Attorney Richard A. Lewis; dated August 6, 1986, for work in a public corruption investigation.
- United States Navy Good Conduct Award, June 1980.
- Patrol Squadron 46 (VP-46), Sailor of the Month, February 1980.
- Attack Squadron 93 (VA-93), Sailor of the Month, July 1978.

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

- Federal Bureau of Investigation, National Academy Associates (FBINA) December 2002-Present.
- International Association of Chiefs of Police (IACP) January 2000-Present.
 - Serve as member of the Advisory Committee on the Linking Local Law Enforcement Internal Affairs Practices and Community Trust Building Project Phase 1, completed October 2009.
 - Serve as a member of the IACP Advisory Committee on Employing Returning Combat Veterans as Police Officers, commenced April 2008.
 -

- Serve as a member of the Advisory Committee on Police Response to Persons with Mental Illness, commenced May 2009.
- Pennsylvania Chiefs of Police Association (PCPA).
- Governor’s Executive Diversity Council.
 - Assigned by the Commissioner to serve on his behalf regarding Commonwealth Diversity Recruiting Initiatives with the Office of Diversity Management.
- Executive Reviewer, Evaluation and Demonstration Programs, National Institute of Justice, in collaboration with Educational Services, Inc., Bethesda, Maryland.
- Independent Consultant with the U.S. Department of Justice, Office for Victims of Crime, on Witness intimidation and Diversity issues.
- National Internal Affairs Investigator’s Association (NIAIA).
- Lifetime member of Delta Mu Delta, International Honor Society in Business Administration, Gamma Pi Chapter, Eastern University 2009.
- Member National Organization of Black Law Enforcement Executives (NOBLE).
- Member International Association of Ethics Trainers (IAET).
- Keystone Technical Institute, Criminal Justice Program Advisory Committee.
- Certified Minority Business Enterprise (MBE) – Eastern Minority Supplier Development Council, Pennsylvania, New Jersey and Delaware, Certificate Number PT0655.
- U.S. Navy Veteran’s Networking Group.

References and supporting documentation are available upon request.

APPENDAGE A

Training and Experience Related to the Use of Force in Policing

Lt. Colonel John R. “Rick” Brown served over 29 years of active law enforcement experience with the Pennsylvania State Police (PSP), with a compliment of 4664-sworn and 1600 non-sworn personnel, and an operating budget of over \$850 million dollars. Lt Col. Brown rose through the ranks performing patrol, criminal investigation, vice/intelligence, and internal investigation duties. He ultimately rose to the position of Deputy Commissioner of Administration and Professional Responsibility. In this role, he managed the operations of the PSP’s Bureau of Integrity and Professional Standards (Including the Internal Affairs Division) and Bureau of Training and Education amongst other agency components.

Lt. Col. Brown was also responsible for overseeing the PSP’s reform and accountability efforts in the areas of personnel misconduct, sexual harassment/sexual misconduct, sworn member domestic violence, use of force, and early intervention/risk management initiatives.

Since retiring from the PSP in May 2010, Lt. Col. Brown has worked as an independent monitoring team member with the Detroit, Michigan Police Department, Oakland, California Police Department, Niagara Falls, New York Police Department, and the Maricopa County Sheriff’s Office, Phoenix, AZ. Lt. Col. Brown also was a member of the United States Department of Justice’s (DOJ) pattern and practice investigation of the Baltimore Police Department prior to the issuance of the Department’s current federal Consent Decree. During these assessments Lt. Col. Brown applied the legal standards of *Graham v. Conner* and *Tennessee v. Garner* as appropriate assessing each case from the perspective of a reasonable police officer (active police officer for over 29 years) at the scene. The following is additional information relating to the federal/state Consent Decree Litigation:

- a. Selected to work with the Office of the Independent Monitor of the Oakland Police Department in the Negotiated Settlement Agreement (NSA) in the case of *Delphine Allen, et al., vs. City of Oakland, et al.* in the United States District Court for the Northern District of California under the direction of Judge Thelton E. Henderson, engagement complete February 2015.
- b. Selected to work with the Office of the Independent Monitor of the City of Detroit Police Department in the July 18, 2003 Consent Decree brought by the United States Department of Justice in the United States District Court for the Eastern District of Michigan Southern District under the direction of Judge Julian Abele Cook, engagement complete August 2014.
- c. Selected to work with the Office of the Independent Monitor of the Niagara Falls, New York Police Department in the November 30, 2010 Consent Decree brought by the State of New York in the Supreme Court of the State of New York for Niagara County under the direction of Judge Ralph A. Boniello III, engagement complete February 2015.
- d. Subject Matter Expert contracted by the U.S. DOJ, Special Litigation Section, Washington, DC for the pattern and practice investigation involving the use of force of the Baltimore Police Department, Baltimore, MD; September 2015 – Completed August 2016. The Baltimore Police Department because of the DOJ investigation is currently under a federal Consent Decree.
- e. Selected to work with the Independent Monitor for the Maricopa County Sheriff’s Office, Phoenix, AZ, Internal Investigations, to include reviews of police misconduct, use of force investigations, and related training, in the United States District Court for the District of Arizona under the direction of Judge G. Murray Snow, engagement complete March 2018.

Lt. Col. Brown monitored and assessed use of force investigations, including but not limited to, police pursuits resulting in injury or death, in custody deaths, use of chemical spray, baton strikes, officer involved shootings, etc., and Force Review Boards in the federal consent decree in Oakland, CA, he monitored and assessed Force Investigations (Oakland assessed between 90 – 100 cases every quarter) and Command Level Force Review Teams (CLFRT) in the completed (completed August 2014) Detroit, MI federal consent decree (Detroit assessed approximately 20 – 30 cases every quarter), and monitors and assesses internal investigations, to include use of force investigations, in the state consent decree with the

Appendage A - Continued

Niagara Falls, NY consent decree and the federal court orders/Consent Decree with the Maricopa County Sheriff's Office.

Lt. Col. Brown has written extensively in his career. He has contributed important segments to the Independent Monitor's final reports in Oakland, Detroit, Niagara Falls, and Maricopa County. Lt. Col. Brown was the lead assessor of the Special Report of the Independent Monitor for the Oakland Police Department: Officer Involved Shootings (Including their supervisory/command reviews) dated October 2, 2012 in response to an order issued by the Judge Thelton Henderson. Lt. Col. Brown also provided reports to the DOJ in their pattern and practice investigation of the Baltimore Police Department.

- a. Subject Matter Expert, United States DOJ, Office for Justice Programs (OJP), Diagnostic Center, Springettsbury Township Police Department, Police-Community Relations, Use of Force investigations and related policies, and Citizen Complaints Engagement, York County, PA; May 2016 – August 2018.
- b. Subject Matter Expert contracted by Kroll Associates, Inc., Philadelphia PA to conduct an internal administrative investigation (tactics and the use of deadly force analysis) of the University of Cincinnati Police Department Fatal Officer Involved Shooting in the City of Cincinnati, July 2015 – September 2015. Wrongful death litigation was filed, and the case was ultimately settled out of court.
- c. Subject Matter Expert on tactics and the use of deadly force analysis contracted by the law firm of Elliott Greenleaf, Philadelphia, PA by a Hummelstown, Pennsylvania Police Officer, August 2015 – November 2015. Wrongful death litigation was filed, and the case was ultimately settled out of court.
- d. Subject Matter Expert, Use of Force Review and Analysis, retained by J. Mark Pecci, II, Marks, O'Neill, O'Brien, Doherty & Kelly, P.C., Philadelphia Office, One Penn Center, 1617 John F. Kennedy Boulevard, Suite 1010, Philadelphia, PA in case Ryan Patterson v. Michael Fiocca (Delaware River Port Authority Police Officer) retained March 8, 2018 – October 2018. Case settled out of court.
- e. Subject Matter Expert, retained by Attorney Charles Bonner of the Law Offices of Bonner & Bonner, 475 Gate Five Road, Suite 212, Sausalito, CA 94965 to provide an opinion on the use of force used by the Syracuse Police Department in the case of Alonzo Grant v. City of Syracuse, NY. On October 16, 2018 certified as an Expert Witness during trial testimony in police use of force by United States District Judge David Hurd, U.S. District Court, Northern District of New York, 10 Broad Street, Utica, NY 13501.
- f. Subject Matter Expert, Use of Force Review and Analysis, retained by Attorney Charles Bonner, San Francisco, CA in case Maurice Crawley v. Syracuse Police Department, October 2018 – Present.

Use of Force Training After Retirement from the Pennsylvania State Police

- Daigle Law Group, LLC, P.O. Box 123, Southington, CT 06489, Use of Force Summit, Uncasville, CT November 28 – 30, 2018.
- Daigle Law Group, LLC, P.O. Box 123, Southington, CT 06489, Community Relations and Police Use of Force (Guest Speaker), Use of Force Summit, Uncasville, CT; December 2015. (Note: The Daigle Law Group three-day use of force course of instruction (State of Connecticut, Police Officer Standards and Training Council Accredited) included specific modules on the legal standards of Graham v. Conner, Tennessee v. Garner, and Monell v. Department of Social Services, 1978; amongst other cases)
- Daigle Law Group, LLC, P.O. Box 123, Southington, CT 06489, Community Relations and Police Use of Force (Guest Speaker), Use of Force Summit, Uncasville, CT; December 2014.
- Force Science Institute, 6348 N. Milwaukee Avenue, Suite 153, Chicago, IL 60646, Certificate of Completion, April 2013. (Full week of training.)

Appendage A - Continued

- Daigle Law Group, LLC, P.O. Box 123, Southington, CT 06489, Use of Force Summit, Uncasville, CT; November 2012.

PENNSYLVANIA STATE POLICE, Harrisburg, Pennsylvania

1981 – 2010

During Lt Col. Brown's PSP career, he served as a criminal investigator and internal affairs investigator and subsequently held supervisory and command positions within these specialized areas. The following is a summary from 1984 until his retirement in 2010 that relates to his training and experience with use of force investigations and their reviews both criminally and administratively:

Deputy Commissioner of Administration and Professional Responsibility, 2006-2010

Deputy Commissioner of Professional Responsibility, 2004-2010

Rank: Lieutenant Colonel

- Maintain executive oversight of the Bureau of Training and Education (Academy/Training Centers).
- Appointed by Governor Edward G. Rendell to maintain executive oversight of the Bureau of Integrity and Professional Standards.
- Maintain oversight for all risk management issues across the full spectrum of potential liability affecting department operations.

Director, Bureau of Professional Responsibility; Rank: Major, 2003-2004

- Provided executive oversight of two Divisions and one Office with 35 personnel within the Bureau.
- Managed the Internal Affairs Division, Systems and Process Review Division, and the Early Intervention Program Office.
- Ultimately responsible for all PSP internal investigation to include the use of force by sworn personnel initiated by policy (subject received medical treatment with no complainant), complaints of excessive force, and member's use of deadly force.

Director, Internal Affairs Division; Rank: Captain, 2000-2003

(Acting Captain from April 26, 1999 - January 29, 2000)

Responsible for directing the work of fifteen subordinates; direct and investigate complex criminal and administrative investigations involving allegations of misconduct, to include use of force and complaints of excessive force, and the use of deadly force involving Department personnel.

Commander, Central Section, Internal Affairs Division; Rank: Lieutenant, 1997-2000

Direct and investigate complex confidential criminal and administrative investigations involving allegations of personnel misconduct and the use of deadly force involving department personnel. Supervise the work of four investigators.

Administrative Officer, Internal Affairs Division; Rank: Corporal to Sergeant, 1994-1997

Review confidential investigative misconduct and use of force (including member's use of deadly force) investigation reports for accuracy, completeness, compliance with regulations.

Criminal Investigation Unit (First Line) Supervisor, Troop H, Harrisburg; Rank: Corporal, 1993-1994

Supervise complex criminal investigations; perform normal supervisory duties of eleven-member unit. Be familiar with all facets of criminal investigation, including but not limited to homicide, robbery, rape, burglary, theft, and police officer involved shootings, etc.

Significant Officer Involved Shooting resulting in paralysis: Primary criminal investigator, even though a supervisor, into the officer involved shooting by four police officers of an armed subject that as a result was critically injured and ultimately was paralyzed.

Criminal Investigator, Troop H, York and Harrisburg Stations; Rank: Trooper, 1984-1992

Appendage A - Continued

Responsible for investigations into all facets of crime, including but not limited to homicide, robbery, rape, burglary, theft, motor vehicle theft, organized crime, officer involved shootings, etc. It's important to note that despite being assigned to a criminal investigation unit the writer on occasion made car stops for serious traffic offenses (DUI, etc.) and felony incidents (auto theft, wanted person, etc.).

Significant Officer Involved Shooting resulting in death: Criminal investigation into the fatal shooting of an armed subject by a Harrisburg City Police Officer after responding to a reported domestic violence incident.

Federal Bureau of Investigation National Academy, 211th Class, University of Virginia, Quantico, Virginia, completed December 13, 2002, earned 15 undergraduate credits to include a three-credit course of instruction on Constitutional Law. This course of accredited instruction extensively covered 4th Amendment issues.

Attended annual Mandatory in-service training on a regular basis that included legal updates (including 4th Amendment issues) and use of force training as required and deemed appropriate by the Pennsylvania State Police Academy up to retirement from active service.

APPENDAGE B

Training and Experience Related to Security

Pennsylvania State Police:

- Pennsylvania State Police, Assistant Commander, Mobile Field Force, President Barack Obama's G-20 World Economic Summit, Pittsburgh, Pennsylvania, September 28, 2009.
- Pennsylvania State Police, 2009 Barack Obama 44th Presidential Inauguration Security Detail; January 20, 2009.

National Football League:

NFL Primary Security Representative, Philadelphia, PA (Includes Eastern, PA, New Jersey, and Delaware) June 2013 – Present.

- NFL Primary Security Representative Annual One-Week Training, Best Practices for Stadium Security, Ft. Lauderdale, FL; June 2013; San Diego, CA June 2014, Ft. Lauderdale, FL May 2015, San Diego, CA May 2016, Washington, DC 2017, San Diego, CA 2018.

1. Game Day Security Services:

- Perform the activities set forth in the NFL Operations and Investigations Manuals.
- Attend necessary pre-game meetings and each Assigned Member Club's games at its home stadium, and away at the Divisional Championship, Super Bowl and international game(s).
- Respond to any security concerns that may arise on game day.
- Pre-game coordination with the Assigned Member Club, visiting club, stadium authorities, law enforcement, stadium security and game officials during the week prior to each home game.
- Perform any other appropriate functions relating to game day security, crowd management, crowd control, game day report preparation, and such other services as reasonably requested by the NFL.
- Monitor and report to the NFL Chief Security Officer, or designee, significant deviations in compliance with critical NFL Best Practices for Stadium Security standards.
- As determined by the NFL, assist independent inspectors in the performance and documentation of NFL Best Practices for Stadium Security compliance inspections.
- Submit preliminary and final game day reports to NFL Chief Security Officer.

2. Services for Players, Member Club and NFL Personnel:

- Provide advice and coordination of investigative and security activities for the cyber and physical protection of NFL players, the Assigned Member Club and NFL personnel, and their families, and for investigations concerning the location or recovery of their property, and financial assets and such other services as requested by the NFL. Consultant shall not perform other services for players without prior written approval from the NFL and shall advise players accordingly.

3. Information Services:

- Gather information as requested from public records and other publicly available sources, including, without limitation, criminal and civil justice records, asset and authorized credit records, social media, sports media, and additional open source information.

4. Training Camp Services:

- Attend and assist at training camp presentations for the Assigned Member Club as requested and authorized in writing by the NFL Regional Director or other designated NFL representative.

5. Other Investigative Services:

- Assist in investigations and inquiries related to personnel matters, integrity of the game and fair competition among Member Clubs, as requested and authorized in writing by the NFL Chief Security Officer or other designated NFL representative.
- Report investigations to the NFL Regional Director within established deadlines or written notification to the NFL Regional Director stating when the reports will be received.

Appendage B - Continued

- Document all interviews, evidence, reports, photos, etc. and enter into league's Records Management System.
6. Liaison Services:
- Maintain reasonable liaison with the Assigned Member Club and law enforcement personnel.
 - Provide a written summary of liaison activities on a monthly basis to the NFL Regional Director.
7. Event Security Services:
- Provide services relating to NFL events or meetings, as assigned by the NFL, including:
 - coordinating with appropriate NFL personnel, game officials and venue authorities during the week prior to an event.
 - making other necessary preparations for event-related security;
 - attending the event and responding to any security concerns that may arise; and
 - performing any other necessary functions relating to event security, crowd management and crowd control.
 - Serving as sub-committee or committee chair for event planning
 - Preparing operational plans and/or written after action reports.
8. Training Services:
- Assist in training and orienting new security representative(s) or consultant(s) or NFL representatives as requested by the NFL Chief Security Officer or other authorized NFL representative.
9. Additional Specific Events:
- NFL Wildcard Playoff Game, Philadelphia Eagles vs. New Orleans Saints, Philadelphia, PA, January 2014.
 - Security Lead, 2017 NFL Pro Bowl, Camping World Stadium, Orlando, FL, January 2017.
 - Security Team, Public Safety & Security Liaison, 2017 NFL Draft, Benjamin Franklin Parkway, Philadelphia, PA, April 2017.
 - Security Lead, 2018 NFL Pro Bowl, Camping World Stadium, Orlando, FL January 2018.
 - NFL Eastern Conference Divisional Playoff Game, Philadelphia Eagles vs. Atlanta Falcons, Philadelphia, PA, January 2018.
 - NFL Eastern Conference Championship Game, Philadelphia Eagles vs. Minnesota Vikings, Philadelphia, PA, January 2018.
 - Super Bowl 52, Philadelphia Eagles vs. New England Patriots, Minneapolis, MN, February 2018.
 - Security Team, Public Safety & Security Liaison, 2017 NFL Draft, Benjamin Franklin Parkway, Philadelphia, PA, April 2017.
 - Security Team, Draft Experience & Red Carpet, 2018 NFL Draft, AT & T Stadium, Arlington, TX, April 2018.
 - International Regular Season Game, Philadelphia Eagles vs. Jacksonville Jaguars, London, England, October 2018.
 - Security Lead, 2019 NFL Pro Bowl, Camping World Stadium, Orlando, FL January 2019.
 - Security Team, Red Carpet, 2019 NFL Draft, Nissan Stadium, Nashville, TN, April 2019.

Apex Security:

- Security Supervisor for Apex Security; VIP and Altar Detail for the visit of Pope Francis, World Meeting of Families, Ben Franklin Parkway, Philadelphia, PA, September 26-27, 2015.

MSA Security, Inc.:

- Stadium Security Risk and Vulnerability Assessment, Contracted by MSA Security, Inc., 9 Murray Street, 2nd Floor, New York, NY 10007; University of Maryland Stadium, College Park, MD and University of Michigan Stadium, Ann Arbor, MI (Big Ten Conference), October 2016 – November 2016.

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Updated: 03/01/2020

EDUCATION

Ph.D.	Criminal Justice Rockefeller College of Public Affairs and Policy University at Albany, State University of New York <i>Street Level Supervision: Styles of Patrol Supervisors & their Effects on Subordinate Behavior</i> Specialization areas: Administration of criminal justice, criminal law Research tool: Advanced statistics, systematic social observation	1999
M.A.	Criminal Justice Rockefeller College of Public Affairs and Policy University at Albany, State University of New York	1994
B.A.	Criminal Justice, Psychology, <i>Magna Cum Laude</i> Concentration: Political Science / American Government University at Albany, State University of New York	1992

PROFESSIONAL EMPLOYMENT

07/13 – present	Professor , School of Criminal Justice, University of Cincinnati, Cincinnati, Ohio
01/15 – present	Director , IACP / UC Center for Police Research and Policy, Alexandria, Virginia Funder: Arnold Ventures (formerly Laura and John Arnold Foundation)
08/15 – 01/19	Vice President for Safety and Reform , University of Cincinnati, Cincinnati, Ohio
06/06 – 12/15	Director , Institute for Crime Science (ICS), formerly University of Cincinnati Policing Institute (UCPI), University of Cincinnati, Cincinnati, Ohio
04/06 – 05/11	Director , University of Cincinnati Policing Institute (UCPI), Cincinnati, Ohio
06/02 – 06/13	Associate Professor , School of Criminal Justice, University of Cincinnati, Cincinnati, Ohio
06/02 – 08/03	Visiting Scientist , Population Research Institute, The Pennsylvania State University, State College, Pennsylvania
07/99 – 06/02	Assistant Professor , Crime, Law and Justice, Department of Sociology, The Pennsylvania State University, State College, Pennsylvania
08/98 – 06/99	Instructor , Crime, Law and Justice, Department of Sociology, Pennsylvania State University, State College, Pennsylvania
09/93 – 05/94	Instructor , School of Criminal Justice, University at Albany, Albany, New York

FUNDED RESEARCH

Total Awarded: \$15,244,472

(Under Review)	Principal Investigator (with Co-PI Nicholas Corsaro), <i>Implementing and Evaluating Place-Based Network Investigations (PNI) Violence reduction Strategies in Six Jurisdictions</i> , invited submission for funding by Arnold Ventures, (\$2,072,209 requested).
04/20 – 10/20	Principal Investigator (with Co-PI Edward Latessa), Pilot Test Study of the Impact of COVID-19 on Law Enforcement and Jail Practices in Hamilton County, Ohio, funded by the University of Cincinnati, Office of Sponsored Research Services (\$7,500).
01/20 – 12/22	Principal Investigator (with Co-PI Hannah McManus, Nicholas Corsaro, Paula Smith), <i>An Academic-based Training Initiative to Improve Police Responses for People with Mental Illness and Intellectual and Developmental Disabilities</i> , funded by Department of Justice, Bureau of Justice Assistance, Award No. 2020-NT-BX-K001 (\$2,244,856).
11/19 – 12/21	Co-Principal Investigator (with PI-Nicholas Corsaro, Co-PIs John Wright, M. Murat Ozer), <i>The Impact of Constitutional Carry Legislation on Urban Violence, Arrests, and Police-Citizen Encounters</i> , funded by Department of Justice, National Institute of Justice, Award No. 2019-R2-CX-0065 (\$323,263)
11/19 – 12/21	Principal Investigator (with Co-PI Nicholas Corsaro), <i>The Utility of Sobering Centers as an Alternative to Arrest: National Survey and Multi-Site Comparisons</i> , funded by Arnold Ventures, (\$493,198)
06/19 – 9/21	Principal Investigator , <i>Community-Based Crime Reduction Training and Technical Assistance</i> , Department of Justice, Bureau of Justice Assistance (BJA), subcontract with the International Association of Chiefs of Police (\$399,067)
10/18 – 9/19	Principal Investigator , <i>University of Cincinnati Police Division: Active Threat Preparedness Program for ULEOs</i> , funded by the Ohio Office of Criminal Justice Services (\$11,857)
10/18 – 12/19	Principal Investigator (with Co-PI Nicholas Corsaro), <i>Evaluation of the Collaborative Reform Initiative for Technical Assistance Center (CRI-TAC)</i> . Department of Justice, COPS Office Award No. 2017CRWXXK001, subcontract with the International Association of Chiefs of Police (\$163,720)
10/18 – 02/19	Co-Principal Investigator (with PI-Nicholas Corsaro). <i>Evaluation of the Technology Innovation in Public Safety (TIPS)</i> . Department of Justice, Bureau of Justice Assistance (BJA), subcontract with the Cincinnati Police Department (25,000)
03-18 – 12/19	Principal Investigator (with Co-PI Nicholas Corsaro), <i>Resilience Training Program and Evaluation (VALOR)</i> . Bureau of Justice Assistance Award No. 2017-VI-BX-K001 BJA, subcontract with the International Association of Chiefs of Police (\$293,759)
11/16 – 09/17	Co-Principal Investigator (with PI Nicholas Corsaro). <i>Assessing the Long-Term Impact of Focused Deterrence in New Orleans: A Documentation of Changes in Homicides and Firearm Recoveries</i> . National Institute of Justice Award No. 2013-R2-CX-00013, subcontract with the International Association of Chiefs of Police (\$128,080)
07/16 – 06/18	Principal Investigator , <i>Enhancing Police-Community Relations with the University of Cincinnati Police Department</i> , funded by the Ohio Office of Criminal Justice Services (\$40,000)

04/16 – 09/19	Principal Investigator , <i>IACP/LJAF Center for Police Research and Policy</i> , funded by the John and Laura Arnold Foundation (\$3,775,780 -- \$1,967,065 IACP, \$1,362,999 UC, \$445,716 UC in-kind)
01/16 – 12/16	Principal Investigator (with Daniel Gerard), <i>Crime Analysis and Reporting</i> , funded by the Uptown Consortium, Inc. (\$44,740)
05/15 – 07/15	Principal Investigator (with Co-PI Nicholas Corsaro and Co-PI M. Murat Ozer), <i>Developing a Strategic Plan for Public Safety in Partnership with the Tulsa Police Department</i> , funded by the George Kaiser Family Foundation (\$87,351)
03/15 – 8/17	Principal Investigator (with Co-PI Nicholas Corsaro), <i>Evaluation of the CITI Camp Program for the Cincinnati Police Department</i> , funded by the City of Cincinnati from the Office of Minority Health (\$133,469)
02/15 – 12/15	Principal Investigator (with Co-PI M. Murat Ozer), <i>Enhancing Data Analytics and Evidence-Based Policing Practices in the Cincinnati Police Department</i> , funded by the City of Cincinnati (\$60,859)
01/15 – 12/15	Principal Investigator , <i>Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan</i> , funded by the University of Cincinnati (\$190,355)
01/15 – 12/15	Principal Investigator , <i>Crime Analysis and Reporting</i> , funded by the Uptown Consortium, Inc. (\$35,000)
01/15 – 06/16	Principal Investigator , <i>Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department</i> , funded by Ohio Office of Criminal Justice Services (\$3,500)
10/14 – 09/15	Principal Investigator (with co-PI Nicholas Corsaro), <i>Consultation and Technical Assistance to Reduce Violence in 61st and Peoria, Planning Grant</i> , funded by the City of Tulsa from the Bureau of Criminal Justice (BJA) Byrne Criminal Justice Innovation Grant (\$46,389)
07/14 – 06/15	Principal Investigator , <i>Cincinnati Initiative to Reduce Violence (CIRV)</i> , funded by the City of Cincinnati, (\$105,267)
07/14 – 09/15	Co-Principal Investigator , (with PI Edward Latessa and Co-PI Nicholas Corsaro), <i>Ohio Consortium for Crime Science</i> , funded by the Bureau of Justice Assistance through the Ohio Office of Criminal Justice Services, (\$361,748)
01/14 – 12/14	Principal Investigator , <i>Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan</i> , funded by the University of Cincinnati (\$154,476)
01/14 – 12/14	Principal Investigator , <i>Crime Analysis and Reporting</i> , funded by the Uptown Consortium, Inc. (\$30,000)
01/14 – 12/14	Principal Investigator , <i>Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department</i> , funded by Ohio Office of Criminal Justice Services (\$2,001)

- 07/13 – 06/14 **Principal Investigator**, *Using Crime Analysis and Evidence-Based Practices to Reduce Crime and Disorder in Tulsa, Oklahoma*, funded by the George Kaiser Family Foundation (\$82,636)
- 07/13 – 09/13 **Principal Investigator**, *Reducing Gang Violence in Bridgeport and Hartford, Connecticut: Proposal for Technical Assistance, Consulting, and Training*, funded by the State of Connecticut, (\$70,463)
- 07/13 – 07/14 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$160,267)
- 01/13 – 12/13 **Principal Investigator**, *Promoting Campus Safety: Development, Implementation, and Evaluation of a Comprehensive Crime Reduction Plan*, funded by the University of Cincinnati (\$81,918)
- 01/13 – 12/13 **Principal Investigator**, *Crime Analysis and Reporting*, funded by the Uptown Consortium, Inc. (\$25,000)
- 01/13 – 12/13 **Principal Investigator**, *Project Safe Neighborhoods: Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the Department of Justice, US Attorney's Office, Southern District of Ohio (\$79,998)
- 01/13 – 12/13 **Principal Investigator**, *Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department*, funded by Ohio Office of Criminal Justice Services (\$5,000)
- 10/12 – 12/12 **Principal Investigator**, *Reducing Gang Violence in Baton Rouge, Louisiana: Proposal for technical Assistance, Consulting, and Training for Project BRAVE (Baton Rouge Area Violence Elimination)*, funded by the Office of the District Attorney, Baton Rouge, Louisiana, (\$35,000)
- 09/12 – 12/12 **Principal Investigator**, *Reducing Gang Violence in Detroit: Proposal for Technical Assistance, Consulting, and Training*, funded by the BING Foundation, (\$35,000)
- 08/12 – 08/13 **Principal Investigator**, *Cincinnati Initiative to Reduce Violence (CIRV)*, funded by the City of Cincinnati, (\$159,403)
- 07/12 – 09/12 **Principal Investigator**, *Reducing Gang Violence in New Haven, Connecticut: Proposal for Technical Assistance, Consulting, and Training*, funded by the State of Connecticut, (\$20,000)
- 05/12 – 12/13 **Principal Investigator** (with Co-PI Nicholas Corsaro), *Reducing Gang Violence in New Orleans, Louisiana: Technical Assistance, Consulting, and Evaluation*, funded by the Bloomberg Foundation (\$223,480)
- 03/12 – 12/13 **Principal Investigator**, *Best Practices in Law Enforcement: Addressing AB109 Criminal Justice Realignment in Yolo County, California*, funded by the Yolo County Probation Department (\$97,000)
- 05/12 – 12/14 **Co-Principal Investigator** (with PI Christopher Sullivan & Co-PI Edward Latessa), *State of Ohio Disproportionate Minority Contact (DMC) Assessment*, funded by the Ohio Department of Youth Services, (\$777,792)
- 03/12 – 12/12 **Principal Investigator** (with Co-PI Edward Latessa and Co-PI Nicholas Corsaro), *Ohio Consortium for Crime Science: Pilot Test*, funded by the Ohio Office of Criminal Justice Services (\$50,081)

03/12 – 12/12	Principal Investigator, Violence Reduction in Toledo & Youngstown, Ohio: <i>Implementing Ohio Community Initiatives to Reduce Violence (OCIRV)</i> , funded by the Ohio Office of Criminal Justice Services (\$50,053)
01/12 – 12/12	Principal Investigator, Evaluation of CIRV Home Visits by the Cincinnati Police Department , funded by Ohio Office of Criminal Justice Services (\$5,000)
01/12 – 12/12	Principal Investigator, Crime Analysis and Reporting , funded by the Uptown Consortium, Inc. (\$21,000)
03/11 – 02/12	Principal Investigator, Traffic Stop Data Analysis Study, Year 5 Extension , funded by the Arizona Department of Public Safety (\$151,986)
01/11 – 12/11	Principal Investigator, Crime Analysis and Reporting , funded by the Uptown Consortium, Inc. (\$20,000)
01/11 – 12/11	Principal Investigator, Crime Analysis , funded by Ohio Office of Criminal Justice Services (\$84,377)
01/11 – 12/11	Principal Investigator, Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department , funded by Ohio Office of Criminal Justice Services (\$8,059)
03/10 – 02/11	Principal Investigator, Traffic Stop Data Analysis Study, Year 4 Extension , funded by the Arizona Department of Public Safety (\$151,078)
01/10 – 12/10	Principal Investigator, Crime Analysis and Reporting , funded by the Uptown Consortium, Inc. (\$17,500)
01/10 – 12/10	Principal Investigator, Ohio Community Initiatives to Reduce Violence (OCIRV) Best Practices , funded by Ohio Office of Criminal Justice Services (\$182,506)
01/10 – 12/10	Principal Investigator, Innovations in Reducing Crime, Cincinnati Police Department Crime Analysts , funded by Ohio Office of Criminal Justice Services (\$215,692)
01/10 – 12/10	Principal Investigator, Evaluation of CIRV Home Visits conducted by the Cincinnati Police Department , funded by Ohio Office of Criminal Justice Services (\$4,000)
02/10 – 02/11	Principal Investigator, Cincinnati Initiative to Reduce Violence (CIRV) Year 4 , funded by the City of Cincinnati (\$50,000)
01/10 – 12/11	Principal Investigator, Project on Police-Citizen Contacts, Years 9 &10 , funded by the Pennsylvania State Police (\$184,469)
10/09 – 05/10	Principal Investigator, Gang Related Violence Reduction Techniques: <i>Technical Assistance and Training Provided to the Pittsburgh Initiative to Reduce Crime</i> , funded by the University of Pittsburgh (\$40,000)
09/09 – 02/10	Principal Investigator, Cincinnati Initiative to Reduce Violence (CIRV) Year 3 , funded by the City of Cincinnati (\$60,000)
01/09 – 12/09	Principal Investigator, Evaluation of CIRV Home Visits , funded by the Cincinnati Police Department & Office of Criminal Justice Services (\$17,000)

04/08 – 03/09	Principal Investigator , <i>Ohio Community Initiative to Reduce Violence</i> , funded by Ohio Office of Criminal Justice Services (\$244,236)
04/08 – 03/09	Principal Investigator , <i>Ohio Community Initiative to Reduce Violence, Start-up Funding</i> , funded by Ohio Office of Criminal Justice Services (\$34,458)
04/08 – 03/09	Principal Investigator , <i>Cincinnati Initiative to Reduce Violence (CIRV) Year 2</i> , funded by the City of Cincinnati (\$181,927)
07/07 – 09/07	Principal Investigator , <i>Seattle Open Air Drug Markets Observation Study</i> , funded by the City of Seattle (\$21,740)
06/07 – 05/08	Principal Investigator , <i>Evaluation and Dissemination of the Cincinnati Initiative to Reduce Violence (CIRV)</i> , funded by Ohio Office of Criminal Justice Services (\$66,373)
4/07 – 03/08	Principal Investigator , <i>Cincinnati Initiative to Reduce Violence (CIRV)</i> , funded by the City of Cincinnati (\$353,209)
03/07 – 09/07	Principal Investigator , <i>Identifying Best Practices in Criminal Interdiction Activities</i> , funded by the Nebraska State Patrol (\$35,308)
03/07 – 12/09	Principal Investigator , <i>Traffic Stop Data Analysis Study</i> , funded by the Arizona Department of Public Safety (\$580,927)
01/07 – 12/07	Principal Investigator (with Co-PI James Frank), <i>Less Lethal Technology: Situational and Contextual Factors in the Use of Force</i> , funded by Ohio Office of Criminal Justice Services (\$65,333)
01/07 – 12/07	Principal Investigator , <i>Crime Analysis Partnership with the Cincinnati Police Department</i> , funded by the Cincinnati Police Department (\$33,354)
11/06 – 07/08	Principal Investigator (with Co-PI Lawrence Travis), <i>Evaluation of the Ohio State Highway Patrol Vehicle Integration Technology Demonstration Project</i> , funded by the Ohio State Highway Patrol (\$49,362)
09/06 – 12/09	Principal Investigator , <i>Project on Police-Citizen Contacts, Years 5-8</i> , funded by the Pennsylvania State Police (\$332,559)
01/06 – 04/06	Principal Investigator (with Co-PI James Frank), <i>Traffic Stop Data Collection Extension for the City of Cleveland, Department of Public Safety, Division of Police, Data Collection Extension</i> , funded Cleveland Division of Police (\$9,190)
01/06 – 12/06	Principal Investigator , <i>Search and Seizure: Best Practices</i> , funded by Ohio Office of Criminal Justice Services and the Ohio State Highway Patrol (\$92,006).
07/05 – 09/06	Principal Investigator , <i>Project on Police-Citizen Contacts, Year 4</i> , funded by the Pennsylvania State Police (\$186,214)
07/04 – 12/05	Principal Investigator (with Co-PI James Frank), <i>Traffic Stop Data Collection Project for the City of Cleveland, Department of Public Safety, Division of Police</i> , funded by the Cleveland Division of Police (\$95,679)

06/04 – 08/05	Principal Investigator , <i>Project on Police-Citizen Contacts, Year 3</i> , funded by the Pennsylvania State Police (\$124,040)
07/03 – 08/04	Principal Investigator , <i>Project on Police-Citizen Contacts, Year 2</i> , funded by the Pennsylvania State Police (\$144,174)
01/02 – 07/03	Principal Investigator , <i>Project on Police-Citizen Contacts</i> , funded by the Pennsylvania State Police (\$251,804)
02/02	Recipient , U.S. Speaker and Specialist Grant, U.S. Department of State, Office of International Programs, and Trinidad and Tobago's Ministry of National Security. Travel grant to Trinidad and Tobago (\$4,500)
05/99 – 09/99	Principal Investigator , <i>Police Research Methodologies: Comparisons of Structured Survey Items and Semi-structured Debriefing Data for Police Supervisors</i> , funded by the Research & Graduate Studies Office and the Center for Research on Crime and Justice, The Pennsylvania State University (\$7,700)

PUBLISHED RESEARCH

Peer-Reviewed Journal Articles

- Engel, R. S.**, McManus, H. D., & Herold, T. D. (forthcoming). Does de-escalation training work? A systematic review and call for evidence in police use of force reform. *Criminology and Public Policy*.
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- Engel, R. S.**, Corsaro, N., & Ozer, M. M. (2017). The impact of police on criminal justice reform: Evidence from Cincinnati, Ohio. *Criminology & Public Policy*, 16(2): 375-402.
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McManus, H., Isaza, I., & **Engel, R. S.** (2018). The untapped potential of first-line supervisors. *Police Chief Magazine*, January.

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Books / Monographs / Book Chapters

Engel, R. S., Worden, R. E., Corsaro, N., McManus, H.D., Reynolds, D., Cochran, H., Isaza, G. T., Cherkauskas, J. C. (2019). *The Power of Arrest: Lessons Learned from Research*. Springer.

Henderson, S., Peterson, S., & **Engel, R. S.** (2016). Pulling levers to prevent violence: “The Boston Miracle”, its adaptations, and future directions for research. In *Advances in Prevention Science*, Vol. 2 (Brent Teasdale and Mindy Bradley, eds.), Springer Press.

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TECHNICAL / EXPERT REPORTS

Worden, Robert E., McLean, S. J., **Engel, R.S.**, Cochran, H. Corsaro, N., Reynolds, D., Isaza, G., & Najdowski, C. (2020). *The Impact of Implicit Bias Awareness Training in the New York City Police Department*. Report submitted to the New York City Command Staff and the International Association of Chiefs of Police.

Smith, M., Tillyer, R., **Engel, R. S.**, & Shoulberg, A. D. (2020). *A Multi-Method Investigation of Officer Decision-Making and Force Used or Avoided in Arrest Situations: Tulsa, Oklahoma and Cincinnati, Ohio Police Use of Force Narrative Data Analysis Report*. Report submitted to Tulsa Police Department, Cincinnati Police Department, International Association of Chiefs of Police, and Arnold Ventures.

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McManus, H., **Engel, R. S.**, Cherkauskas, J.C., Light, S.C., Shoulberg, A.M. (2020). *Street Violence Crime Reduction Strategies: A Review of the Literature*. Report submitted to International Association of Chiefs of Police and Arnold Ventures.

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- Isaza, G.T., **Engel, R. S.**, McManus, H. D., Corsaro, N. (2019). *Evaluation of Police Use of Force De-escalation Training: Assessing the Impact of the Integrating Communications, Assessment, and Tactics (ICAT) Training Program for the University of Cincinnati, OH Police Division (UCPD)*. Report submitted to UCPD, International Association of Chiefs of Police, and Arnold Ventures.
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- Smith, M., Tillyer, R., & **Engel, R. S.** (2019). *A Multi-Method Investigation of Officer Decision-Making and Force Used or Avoided in Arrest Situations: Tulsa, Oklahoma Police Department Administrative Data Analysis Report*. Report submitted to Tulsa Police Department, International Association of Chiefs of Police, and Arnold Ventures.
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- Engel, R. S.,** Tillyer, R., and Cherkauskas, J. M. (2008). *Project on Police-Citizen Contacts: Final Report, 2006*. Submitted to Pennsylvania State Police, Office of Commissioner, Harrisburg, PA.
- Engel, R. S.,** Ozer, M., Tillyer, M. S., Dunham, J. & Monk, K. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Cleveland, OH, Supplemental Report*. Submitted to Cleveland, OH Police Department.
- Engel, R. S.,** Tillyer, M. S., Ozer, M., Monk, K., Hall, D. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Cleveland, OH*. Submitted to Cleveland Police Department, Cleveland, OH.
- Engel, R. S.,** Monk, K., Tillyer, M. S., Dunham, J., Hall, D. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Mansfield, OH*. Submitted to Mansfield Police Department, Mansfield, OH.
- Engel, R. S.,** Tillyer, M. S., Duru, H., Monk, K., Hall, D. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Youngstown, OH*. Submitted to the Youngstown, OH Police Department.
- Engel, R. S.,** Tillyer, M. S., Ozer, M., Hall, D., Dunham, J., Monk, K. (2008). *Ohio Community Initiative to Reduce Violence Summary of Findings from Dayton, OH*. Submitted to Dayton Police Department, Dayton, OH.
- Engel, R. S.,** Baker, S. G., Tillyer, M. S., Eck, J., Dunham, J. (2008). *Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Year 1 Report*. Submitted to City of Cincinnati, OH.

- Engel, R. S.,** Baker, S. G., Tillyer, M. S., Eck, J., Dunham, J. (2008). *Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Interim Report*. Submitted to City of Cincinnati, OH.
- Engel, R. S.,** Baker, S. G., Tillyer, M. S., Eck, J., Dunham, J. (2008). *Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Interim Report*. Submitted to Ohio Office of Criminal Justice Services (OCJS), Columbus, OH.
- Engel, R. S.** (2008). *Identifying and Promoting Best Practices during Traffic Stops: Final Report Prepared for the Fairfield, OH Police Department*. Submitted to City of Fairfield, OH.
- Engel, R. S.,** Cherkauskas, J. C., & Beck, S. (2008). *Identifying Best Practices in Criminal Interdiction Activities for the Nebraska State Patrol*. Submitted Nebraska State Patrol, Omaha, NE.
- Engel, R. S.,** Cherkauskas, J. M., and Smith, M. R. (2008). *Traffic Stop Data Analysis Study: Year 2 Final Report*. Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ
- Engel, R. S.,** Cherkauskas, J. M., and Smith, M. R. (2008). *Utilizing Focus Groups to Evaluate Criminal Interdiction Practices for the Arizona Department of Public Safety: Final Report*. Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ
- Frank, J., Cherkauskas, J. M., **Engel, R. S.,** and Smith, M. R. (2008). *Citizen Perceptions of Traffic Stops Conducted by the Arizona Department of Public Safety*. Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ
- Smith, M. R., & **Engel, R. S.** (2008). *Race, Drugs and Policing in Seattle: A Reexamination of the Evidence*. Submitted to City of Seattle, Seattle, WA.
- Engel, R. S.,** Tillyer, R., Cherkauskas, J. M., Frank, J. (2007). *Traffic Stop Data Analysis Study: Year 1 Final Report*. Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.
- Engel, R. S.,** Cherkauskas, J. M., & Tillyer, R. (2007). *Traffic Stop Data Analysis Study Interim Report: Literature Review and Review of Other Jurisdictions*. Submitted to Arizona Department of Public Safety, Office of the Director, Phoenix, AZ.
- Engel, R. S.,** Tillyer, R. & Cherkauskas, J. C. (2007). *Understanding Best Search and Seizure Practices: Final Report*. Submitted to Ohio State Highway Patrol, Office of the Superintendent, Columbus, OH.
- Engel, R. S.,** Tillyer, R., Stoddard, C., Hoehn, B. & Johnson, R. (2007). *Project on Police-Citizen Contacts: Year 3 & 4 Final Report, January 2004 – December 2005*. Submitted to Pennsylvania State Police, Office of the Commissioner, Harrisburg, PA.
- Engel, R. S.,** Tillyer, R., Stoddard, C., & Klahm, C. (2007). *Understanding Best Search and Seizure Practices: Interim Report*. Submitted to Office of the Superintendent, Ohio State Highway Patrol, Columbus, OH.
- Klahm, C. Payne, T., Travis, L., & **Engel, R. S.** (2007). *TACNET Focus Group Report*. Submitted to Office of the Superintendent, Ohio State Highway Patrol, Columbus, OH.
- Engel, R. S.,** Frank, J., Tillyer, R., Klahm, C. (2006). *Cleveland Division of Police Traffic Stop Study: Final Report*. Submitted to City of Cleveland, Division of Police, Office of the Chief, Cleveland, OH.
- Tillyer, R., Klahm, C., **Engel, R. S.,** & Frank, J. (2005). *Pilot Test Report for the Cleveland Division of Police Traffic Stop Study*. Submitted to City of Cleveland, Division of Public Safety, Cleveland, OH.

- Engel, R. S.,** Calnon, J. M., Tillyer, R., Johnson, R. R. Liu, L. & Wang, X. (2005). *Project on Police-Citizen Contacts, Year 2 Final Report*. Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., Liu, L., & Johnson, R. R. (2004). *Project on Police-Citizen Contacts, Year 1 Final Report*. Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., & Dutill, J. R. (2003). *Project on Police Citizen Contacts: Third Quarter Report*. Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., & Dutill, J. R. (2003). *Project on Police Citizen Contacts: Six Month Report*. Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S.,** Calnon, J. M., & Dutill, J. R. (2002). *Project on Police Citizen Contacts: First Quarter Report*. Submitted to Pennsylvania State Police, Harrisburg, PA.
- Engel, R. S. &** Worden R. E. (2000). *Police Officers' Attitudes, Behavior, and Supervisory Influences: An Analysis of Problem-Solving*. Submitted to National Institute of Justice, Washington DC: U.S. Department of Justice.
- Engel, R. S.** (2000). *Patrol Officer Supervision in the Community Policing Era*. Submitted to National Institute of Justice, Washington DC: U.S. Department of Justice.
- Engel, R. S. &** Silver, E. (2000). *Policing Mentally Disordered Suspects: A Reexamination of the Criminalization Hypothesis*. Submitted to National Institute of Justice, Washington DC: U.S. Department of Justice.
- Shepard, R. L.** (1999). *Patrol Supervisory Styles*. Submitted to National Institute of Justice, Washington DC: U.S. Department of Justice.
- Parks, R. B., Mastrofski, S. D., Reiss, Jr., A., Worden, R., Terrill, W., DeJong, C., Stroshine, M., & **Shepard, R.L.** (1998). *St. Petersburg Project on Policing Neighborhoods: A Study of the Police and the Community*. Submitted to St. Petersburg, FL Police Department.

EXPERT REPORTS

- Engel, R. S.** (2005). *Arizona Department of Safety Traffic Stop Data Report, January 2003-December 2003, Focus on I-17*. Submitted to U.S. District Attorney's Office (District of Arizona) in the matter of *U.S. v. Bustamante*.
- Engel, R. S.,** Tillyer R. & Wooldredge, J. (2004). *Critique of Solop's I-40 and I-17 Stop Data Reports*. Submitted to U.S. District Attorney's Office (District of Arizona) in the matter of *U.S. v. Gayle*.
- Engel, R. S.** (2004). *Arizona Department of Safety Traffic Stop Data Report, January 2003- December2003*. Submitted to U.S. District Attorney's Office (District of Arizona) in the matter of *U.S. v. Gayle* and the Coconino County, Arizona Prosecutor's Office in the matter of *Arizona v. Palacios, Arizona v. Avila, Arizona v. Jones*.
- Engel, R. S.** Deposition given in *Jackson v. Williams et al.* (Civil Action No. 00-4875), Trenton, New Jersey, Feb 7, 2006.
- Engel, R. S.** (2005). *Response to the "Supplemental Certification of John Lamberth"*. Prepared for State of New Jersey, Office of the Attorney General in *Jackson v. Williams et al.* (Civil Action No. 00-4875), Trenton, New Jersey.
- Engel, R. S.** (2005). *Critique of the "Certification of John Lamberth"*. Prepared for State of New Jersey, Office of the Attorney General in *Jackson v. Williams et al.* (Civil Action No. 00-4875), Trenton, New Jersey.

Engel, R. S. Remarks delivered at Ministry of National Security's War on Crime Program, National Address, Port of Spain, Trinidad, February 25, 2002. Live nationwide radio and television broadcasts.

Engel, R. S. Expert testimony given before the Pennsylvania House of Representatives, Judiciary Committee on House Resolution 269 and the issue of racial profiling, October 22, 2001, Harrisburg, PA

CONSULTING

Bias-based policing, policy, and statistical consultant:

New York City Police Department	2020 – present
Fairfax, VA Police Department	2020 – present
Cincinnati, OH Police Department	2007 – 2015
Oklahoma State Attorneys General Office	2013 – 2014
Seattle, WA Police Department	2007 – 2009
Fairfield, Ohio Police Department	2007 – 2008
NAACP (Baltimore, Maryland)	2007 – 2008
Office of the Commissioner, Nebraska State Patrol	2006 – 2008
Office of the Commissioner, Ohio State Highway Patrol	2005 – 2007
Office of the Commissioner, Pennsylvania State Police	2001 – 2010
New Jersey State Attorney General	2005 – 2006
U.S. Department of Justice, United States Attorney, District of Arizona	2004 – 2006
County of Coconino, Office of the District Attorney	2004 – 2005
OSHP and SIEC committee	2003 – 2004
Minister of National Security, Trinidad & Tobago	2002

COURSES TAUGHT

University of Cincinnati

Introduction to Criminal Justice – undergraduate
Introduction to Policing – undergraduate
Police and the Community – undergraduate
Special Topics: Preventing Gang Violence –undergrad/masters
Special Topics: Explaining Police Behavior – masters
CJ Administration & Management – masters
Theory and Practice of Law Enforcement – masters
Seminar on Criminal Justice Theory – doctoral
Police and the Community – doctoral

Pennsylvania State University

Introduction to the Administration of Justice – undergraduate
Policing in America – undergraduate
Criminal Justice Agency Administration – distance learning
Criminal Justice System and Organizations – doctoral
Issues in Law Enforcement – doctoral

University at Albany

Introduction to the Nature of Crime – undergraduate
Introduction to the Administration of Justice – undergraduate

TRAINING SEMINARS

- Engel, R. S. & Whalen, J.L.** *Violent Crime Reduction Training*. Training workshop presented to Cincinnati Police Department Command Staff, Cincinnati, OH, July 15, 2013.
- Engel, R. S.** *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to Baton Rouge Police Department, Baton Rouge, LA, November 5, 2012.
- Engel, R. S., & Whalen, J. L.** *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to New Haven Police Department and U.S. Attorney's Office, New Haven, CT, August 13, 2012.
- Engel, R. S., & Whalen, J. L.** *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to Kansas City, Missouri Police Department, Kansas City, Missouri, April 10, 2012.
- Engel, R. S.** *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to New Orleans Innovation Delivery Team, Office of the Mayor, New Orleans, LA, April 2, 2012.
- Engel, R. S. & Gerard, D.W.** *What Works in Policing? Facilitating Evidence-Based Practices*. Presentation to Yolo County, CA Law Enforcement Officials, Woodland, CA, Jan 12, 2012.
- Engel, R. S.** *Data Collection and Analyses for Gang Enforcement (and other academic nonsense that might actually help law enforcement)*. Institute for Intergovernmental Research. Bureau of Justice Assistance (BJA). Cincinnati Police Department Training Academy, Cincinnati, OH, June 3, 2009.
- Engel, R. S. & Lovins, B.** *Ohio Community Initiatives to Reduce Violence: Research Roundtable Workshop*. Training workshop presented to Ohio law enforcement officials and community members, Columbus, OH, April 3, 2009.
- Engel, R. S.** *Ohio Community Initiatives to Reduce Violence: Data Collection Workshop*. Training presented to Ohio law enforcement officials and community members, Cincinnati Police Department Training Academy, Cincinnati, OH, January 20, 2009.
- Engel, R. S., & Gerard, D.** *Ohio Community Initiatives to Reduce Violence: Gang Enforcement Workshop*. Training presented to Ohio law enforcement officials and community members, Cincinnati Police Department Training Academy, Cincinnati, OH, January 20, 2009.
- Engel, R. S. & Whalen, J.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Youngstown Law Enforcement Team, Youngstown, OH, August 25, 2008.
- Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Mansfield Law Enforcement Team, Mansfield, OH, June 18, 2008.
- Engel, R. S. & Gerard, D.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Cleveland Law Enforcement Team, Cleveland, OH, June 2, 2008.
- Engel, R. S., Baker, S. G., Whalen, J., Spector, A., & Ross, S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Ohio Office of Criminal Justice Services Training Seminar, Richfield, OH, April 2-3, 2008.
- Engel, R. S.** *Violence Prevention Initiatives: Focused Deterrence Approaches in Action*. Training workshop presented to Northern Ohio Violent Crime Consortium, Richmond, OH, April 2-3, 2008.
- Engel, R. S. & Johnson, R.** *Effective Supervision in the Community Policing Era*. Training workshop presented to Fairfield, OH Police Department, October 1, 2004.

Engel, R. S. & Johnson, R. *Effective Supervision in the Community Policing Era*. Training workshop presented to Roanoke, VA Police Department, December 10, 2003.

ADVISORY BOARD MEMBER

Expert Panel, Preventing and Reducing Youth Gang and Gun Violence, Urban Institute, National Institute of Justice, & Office of Juvenile Justice and Delinquency Prevention, Washington, D.C., April 2019 – present.

National Advisory Board, Comprehensive Opioid Abuse Program (COAP), U.S. Department of Justice, Bureau of Justice Assistance, Washington, D.C., April 2019 – present.

International Association of Chiefs of Police, Research Advisory Committee, Co-Chair, Alexandria, VA, October 2018 – present.

NCS-X NIBRS Methodology Review Committee, U.S. Department of Justice, Washington, DC, 2018 – present. *Police Foundation*. Washington, D.C. 2012 – 2015.

Stop, Question and Frisk Advisory Committee, John Jay College, NY, NY, 2012 – 2014

TSA Behavior Detection and Analysis Program Research TAC. American Institutes of Research, 2013 - 2014

Lord Steven's Independent Commission into the Future of Policing in England and Wales, 2012 - 2014

Forensic Genetics Working Group. National Institute of Justice. 2009 –2010.

Agenda 360. City of Cincinnati 10-Year Strategic Plan. Urban Renaissance Action Team, expert consultant, Jun 2007 – Jun 2008.

2nd Annual Istanbul Conference on Democracy and Global Security. Sponsored by Turkish National Police. Advisory Board Member, 2006-2007.

Out of the Crossfire. Funded by the University of Cincinnati Hospital and Cincinnati Bar Foundation. Executive Board Member, Feb 2007 – Sep 2009.

Biased-Based Policing, Denominator Conferences. Funded by Police Executive Research Forum and COPS, Department of Justice. Advisory Board Member, March 2004 – August 2004.

Eliminating Unintentional Racial Biases in Police Officer Decision-Making. New Jersey Department of Law & Public Safety and New Jersey Office of the Attorney General. Advisory Board Member, Feb 2004 – Feb 2005.

INVITED CONFERENCE PARTICIPANT

Fatal Police Shootings. Conference for Producing a Volume of the ANNALS of the AAPSS, University of Pennsylvania, Philadelphia, PA, February 6-7, 2019.

Working Session on Police Discretion. National Network for Safe Communities, John Jay College, NY, NY, Feb 6, 2019.

And Justice for All. Transforming the Justice System: Rejecting the Status Quo, Speeding the Pace of Reform. Role: Meeting Facilitator. Sponsored by American University of Public Affairs, Washington, DC., December 10, 2019.

Workshop: Deconstructing The Power of Arrest. Role: Meeting Facilitator. Sponsored by Laura and John Arnold Foundation, IACP Headquarters, Alexandria, VA, February 21-22, 2018.

50-State Summit on Public Safety. Sponsored by Council of State Governments, Washington, D.C., Nov 13-14, 2017.

Misdemeanor Justice Project, Sponsored by Laura and John Arnold Foundation, John Jay College, New York, NY, November 16-17, 2015.

The White House Working Session on Technology and Data Innovation for Transparency and Accountability in Policing, Sponsored by Laura and John Arnold Foundation, Washington, D.C. April 8, 2015.

Roundtable on Pretrial Practices, Sponsored by Laura and John Arnold Foundation, John Jay College of Criminal Justice, New York, NY, March 18-19, 2015.

Convening on the State of Innovations in American policing, Sponsored by John D. and Catherine T. MacArthur Foundation. Chicago, Illinois, November 6-7, 2014.

Police Research Conference, Sponsored by Scottish Institute for Police Research, George Mason University, Scottish Government, and Police Scotland, Tulliallan Castle, Kincardine Scotland, Scotland, October 20-21, 2014.

Symposium on the Future of Policing, Sponsored by Griffith University and Queensland Police Service, Brisbane, Australia, September 8, 2014.

First International Congress on Internal Affairs: Police Control in Democracies, Sponsored by National Commissioner for the Security of Mexico and the Federal Police of Mexico, Los Cabos, Mexico, October 23-25, 2013.

Center for Evidence-Based Crime Policy – Scottish Institute for Police Research 2013 Symposium, Washington, D.C., April 9-10, 2013.

Scotland & Violence Prevention Conference, Sponsored by Strathclyde Police, Violence Reduction Unit, Tulliallan Castle, Kincardine Scotland, October 12-15, 2012.

International Forum of Experts on Gangs, Sponsored by Home Office in partnership with Association of Chief Police Officers, London, England, October 12 -13, 2011.

Harvard Executive Sessions on Policing and Public Safety, Sponsored by National Institute of Justice, at Harvard University, Cambridge, MA, January 13-15, 2011.

National Network for Safe Communities: Annual Conference, John Jay College, New York, NY, December 4-5, 2009.

Restoring Respect, conference sponsored by Youth Justice Agency, Belfast, Ireland, Nov 12-14, 2009.

Istanbul Conference on Democracy and Global Security, Istanbul Turkey, June 9-11, 2005.

2005 Criminology and Economics Summer Workshop. Programs on the Economics of Crime and Justice Policy, University of Maryland, Elkridge, Maryland

Status Check: Police Studies, International Conference. Eastern Kentucky University, Richmond, KY, Jun 12-14, 2003.

Confronting Racial Profiling in the 21st Century: Implications for Racial Justice. Northeastern University, Boston, MA, March 8-9, 2003.

INVITED ACADEMIC PRESENTATIONS

Engel, R. S., McManus, H. D., & Herold, T. D. *The Deafening Demand for De-escalation Training: A Systematic Review and Call for Evidence in Police Use of Force Reform*. Presentation at Fatal Police Shootings Conference for Producing a Volume of the ANNALS of the AAPSS, University of Pennsylvania, Philadelphia, PA, February 6-7, 2019.

Engel, R. S. *Police Discretion and the Power of Arrest*. Working Session on Police Discretion. National Network for Safe Communities, John Jay College, NY, NY, February 6, 2019.

Engel, R. S. *Exploring Alternatives to Arrest*. International Association of Chiefs of Police, Annual Meeting, Orlando, FL, October 8, 2018.

Engel, R. S. *Justice Reinvestment in Ohio: Evidence-Based Policing Strategies to Reduce Violence*. Presentation to Ohio Justice Reinvestment Committee of the Ohio Criminal Sentencing Commission, Columbus, Ohio, April 5, 2018.

Engel, R. S. *Deconstructing the Power to Arrest: Lessons from Research*, The Power of Arrest Workshop, International Association of Chiefs of Police, Alexandria, VA, February 22, 2018.

Engel, R. S. *How States Can Support Law Enforcement Efforts to Reduce Violent Crime*. 50-State Summit on Public Safety. Sponsored by Council of State Governments, Washington, D.C., November 13, 2017.

Engel, R. S. *How Philanthropy Can Support Policing*. The Philanthropic Roundtable, Annual Meetings, Scottsdale, AZ, October 26, 2017.

Engel, R. S. *Blueprint for 21st Century Policing: The Role of Research*, International Association of Chiefs of Police, Annual Meeting, Philadelphia, PA, October 22, 2017.

Engel, R. S. *Update to the IACP Research Advisory Council*. International Association of Chiefs of Police, Annual Meeting, Philadelphia, PA, October 22, 2017.

Engel, R. S. *Violence Against Police: Findings Presented to the IACP Task Force*. International Association of Chiefs of Police, Annual Meeting, Philadelphia, PA, October 22, 2017.

Engel, R. S. *Where Research Meets Practice: De-Escalation Training and Use-of-Force*, International Association of Chiefs of Police, Annual Meeting, Philadelphia, PA, October 24, 2017.

Engel, R. S., Madensen, T.D. & McManus, H. D. *The Evidence-Base for De-escalation Tactics*. The 2017 Center for Evidence-Based Crime Policy (CEBCP) Symposium on Evidence-Based Crime Policy George Mason University, Annual Meeting, Fairfax, VA, June 26, 2017.

Engel, R. S. *Use of Force Revisited: Approaches from Around the Globe*, International Association of Chiefs of Police, Annual Meetings, San Diego, CA, October 15, 2016.

Engel, R. S. *Connecting Police Research to Practice: Taking Science to the Streets*, International Association of Chiefs of Police, Annual Meeting, San Diego, CA, October 16, 2016.

Engel, R. S. & Ozer, M. M. *The Power of Reform: Patterns of Crime and Arrest in Cincinnati, Ohio 1997-2014*. Misdemeanor Justice Project, sponsored by Laura and John Arnold Foundation, John Jay College, New York, NY, November 16, 2015.

Engel, R. S. *Getting Smart on Crime: Merging Research and Practice. A Celebration of Cincinnati Criminal Justice Officials.* Keynote Speaker, Cincinnati Citizen Police Association's Annual Black Tie Event, Queen City Club, Cincinnati, OH, April 22, 2015

Engel, R. S. *The Role of Police in Pretrial Justice: Changing how Police View Arrest.* Roundtable on Pretrial Practices, sponsored by Laura and John Arnold Foundation, John Jay College of Criminal Justice, New York, NY, March 18, 2015.

Engel, R. S. *Police-Academic Partnerships: Replicating What Works and Eliminating What Doesn't.* SIPR/GMU Police Research Conference, Tulliallan, Scotland, October 20, 2014.

Engel, R. S. *What Works in Policing? Moving from Research to Practice.* Best Practices in Public Safety Seminar, Sponsored by Oklahoma State Attorney General, Oklahoma City, Oklahoma, October 1, 2014.

Engel, R. S. *Technology and Policing: Some Clever?? Thoughts.* Symposium on the Future of Policing, Sponsored by Griffith University and Queensland Police Service, Brisbane, Australia, September 8, 2014.

Engel, R. S., Whalen, J. L., & Baker, S.G. *Cincinnati Initiative to Reduce Violence: Update.* Presentation to City of Cincinnati, City Council, Law and Public Safety Committee, Cincinnati, OH, September 15, 2014.

Engel, R. S. *Cincinnati Initiative to Reduce Violence: Update.* Presentation to Cincinnati Mayor John Cranley and CIRV Governing Board, Cincinnati, OH July 29, 2014.

Engel, R. S. *Effectiveness vs. Equity in Policing: Is a Tradeoff Inevitable?* Police Foundation Ideas in American Policing Lecture, June 25, 2014.

Engel, R. S. *Cincinnati Initiative to Reduce Violence: Update.* Presentation to Cincinnati Mayor John Cranley and CIRV Governing Board, Cincinnati, OH June 24, 2014.

Engel, R. S. *Cincinnati Initiative to Reduce Violence: Update.* Presentation to Cincinnati Mayor John Cranley and CIRV Governing Board, Cincinnati, OH April 29, 2014.

Engel, R. S. *Refocusing on Focused Deterrence: Cincinnati Initiative to Reduce Violence.* Presentation to City Manager's Advisory Group, Cincinnati, OH, March 28, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Evidence-Based Policing: Focusing on Hotspots.* Presentation to Tulsa Police Department, Tulsa, OK, March 7, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Using Focused Deterrence to Reduce Gang Violence.* Presentation to Tulsa Police Department, Tulsa, OK, March 7, 2014.

Engel, R. S. *Evidence-Based Policing: Focusing on Hotspots.* Presentation to George Kaiser Family Foundation, Tulsa, Oklahoma, March 7, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Evidence-Based Policing: Focusing on Hotspots.* Presentation to Oklahoma City Police Department, Oklahoma City, OK, March 6, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Using Focused Deterrence to Reduce Gang Violence.* Presentation to Oklahoma City Police Department, Oklahoma City, OK, March 6, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Evidence-Based Policing: Focusing on Hotspots.* Presentation to Ada Police Department, Ada, Oklahoma, March 5, 2014.

Engel, R. S., Whalen, J. L., & Gerard, D. W. *Evidence-Based Policing: Focusing on Hotspots*. Presentation to Lawton Police Department, Lawton, Oklahoma, March 5, 2014.

Engel, R. S. *Enhancing Campus Safety: Report from the Campus Crime Reduction Committee*. Presentation to Faculty Senate Joint Governance Meeting, University of Cincinnati, Cincinnati, OH, February 13, 2014.

Engel, R. S. *Refocusing on Focused Deterrence: Cincinnati Initiative to Reduce Violence*. Presentation to Cincinnati City Council, Law & Public Safety Committee, Cincinnati, OH, Feb 3, 2014.

Engel, R. S. *What Works in Policing? Assessing the Gap between Evidence and Practice*. Presentation to West Palm Beach, FL Police Department, West Palm Beach, FL, January 24, 2014.

Engel, R. S. *Using Focused Deterrence to Reduce Gang Violence*. Presentation to West Palm Beach Police Department, West Palm Beach, FL, January 24, 2014.

Engel, R. S. *Refocusing on Focused Deterrence: Developing the Next Iteration of CIRV*. Presentation to Cincinnati Police Department, 2014 Command Staff Retreat, Cincinnati, OH, Jan 15, 2014.

Engel, R. S. *What Works in Policing? Assessing the Gap between Evidence and Practice*. Presentation to *Best Practices in Public Safety Seminar*, sponsored by Oklahoma State Attorney General's Office, Oklahoma City, OK, Dec 6, 2013.

Engel, R. S. *Using Focused Deterrence to Reduce Gang Violence*. Presentation to California Board of State and Community Corrections. Sacramento, CA, November 6, 2013.

Engel, R. S. *Funding What Works: Promoting Evidence-Based Policing and Crime Reduction Proposals*. Presentation to California Board of State and Community Corrections. Sacramento, CA, November 6, 2013.

Engel, R. S. *What Works in Policing? Identifying and Facilitating Evidence-Based Practices*. Presentation to California Board of State and Community Corrections. Sacramento, CA, November 6, 2013.

Engel, R. S. & Whalen, J. L. *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to Loraine, OH Law Enforcement Officials, October 11, 2013.

Engel, R. S. & Whalen, J. L. *Using Focused Deterrence to Reduce Violence: The Cincinnati Experience*. Presentation to Hartford, Connecticut Law Enforcement Officials, Hartford, CT, Aug 18, 2013.

Engel, R.S. & Graham, W. *Reducing Gang Violence across Cities and Cultures: Experiences from Cincinnati, Ohio and Glasgow, Scotland*. U.S. Congressional Briefing, Washington D.C., April 8, 2013.

Engel, R.S. & Graham, W. *The Importance of Police Partnerships to Reduce Violence: Experiences from Cincinnati, Ohio and Glasgow, Scotland*. The 2013 CEBP-SIPR Joint Symposium on Evidence-Based Policing, George Mason University, Arlington, VA, April 8, 2013.

Engel, R. S. *Evaluation of the Cincinnati Initiative to Reduce Violence*. Presentation to the Scotland & Violence Prevention Conference, sponsored by the Strathclyde Police, Violence Reduction Unit, Tulliallan Castle, Kincardine Scotland, October 12-15, 2012.

Engel, R. S., Cherkauskas, J. M., & Smith, M. R. *Traffic Stop Data Analysis Study: Year 5 Final Report*. Presentation to Arizona Department of Public Safety, Phoenix, AZ, Feb 28-29, 2012.

Engel, R. S. & Whalen, J. L. *Focused Deterrence Approaches to Reduce Violence*. Presentation to Ohio Office of Criminal Justice Services (OCJS), Strategic Planning Conference, Columbus, Ohio, November 3, 2011.

Engel, R. S., Cherkauskas, J. M., & Smith, M. R. *Traffic Stop Data Analysis Study: Year 4 Final Report*. Presentation to Arizona Department of Public Safety Senior Command Staff, Phoenix, AZ, January 27, 2011.

Engel, R. S. *Reducing Gang Violence Using Focused Deterrence Strategies*. National Alliance of Gang Investigators Association, 2011 World Gang Summit, Phoenix, AZ, January 25, 2011.

Engel, R. S., Whalen, J.L., Baker, S.G., & Gerard, D. *Violence Reduction through a Focused Deterrence Approach: The Cincinnati Initiative to Reduce Violence*. Forum on Youth and Violence: A Strategic Response to Gangs and Guns. Georgia State University and the Atlanta Police Department, Atlanta, GA, October 5-6, 2010.

Engel, R. S. & CIRV Team Members. *Update for the Cincinnati Initiative to Reduce Violence*. Presentation to Cincinnati City Counsel, Cincinnati, OH, August 2, 2010.

Engel, R. S. & Whalen, J.L. *Update for the Cincinnati Initiative to Reduce Violence*. Presentation to Cincinnati City Counsel, Cincinnati, OH, January 20, 2010.

Engel, R. S., & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to the National Network for Safe Communities (NNSC) Annual Conference, John Jay College, New York City, Dec 6, 2009.

Engel, R. S. *Youth, Gangs & Violence: Promising Violence Reduction Initiatives in the United States*. Presentation to Youth Justice Agency, "Restoring Respect" Conference, Belfast, Ireland, November 12, 2009.

Engel, R. S., Cherkauskas, J. M., & Smith, M. R. *Traffic Stop Data Analysis Study: Year 3 Final Report*. Presentation to Arizona Department of Public Safety Senior Command Staff, Phoenix, AZ, November 17, 2009.

Engel, R. S., Baker, G., & Whalen, J. *Cincinnati Initiative to Reduce Violence*. Presentation to Tri-State Conference on Gang Crimes, Hamilton, OH, September 22, 2009.

Engel, R. S., & Baker, G. *Cincinnati Initiative to Reduce Violence*. Presentation to City Manager's City Department Head's Meeting, Cincinnati, OH, August 11, 2009.

Engel, R. S. *Cincinnati Initiative to Reduce Violence*, presentation to Cincinnati Human Relations Commission Board of Directors, Cincinnati, OH, July 9, 2009.

Engel, R. S., Baker, G., & Ware, N. *Cincinnati Initiative to Reduce Violence*. Presentation to Cincinnati Association, Cincinnati, OH, May 12, 2009.

Engel, R. S., Whalen, J., & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to Woodward Technical High School Faculty and Staff. Cincinnati, OH, April 13, 2009.

Engel, R. S., Gerard, D., & Dunham, J. *CIRV Taliband Gang Enforcement*. Occasional Symposium Series, Center for Crime Prevention and Control John Jay College, NY, March 24, 2009.

Engel, R. S. *A Decade of Crime and Safety: Overview and Future Trends*. Presentation to Cincinnati Police Department Command Staff Retreat, Xavier University, Cincinnati, OH, Mar 13, 2009.

Engel, R. S. & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to Cincinnati Police Department Command Staff Retreat, Xavier University, Cincinnati, OH, Mar 12, 2009.

Whalen, J. L., Gerard, D. and **Engel, R. S.** *CIRV Taliband Gang Enforcement*. Presentation to Hamilton County Chiefs Association, Amberley, OH, January 2009.

Engel, R. S. & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to Northern Ohio Violence Consortium Cities; Sponsored by the Ohio Office of Criminal Justice Services (OCJS), Cincinnati, OH, January 20, 2009.

Engel, R. S. *Ohio Community Initiatives to Reduce Violence: Updates from Cincinnati*. Presentation to Northern Ohio Violence Consortium Cities, sponsored by Ohio Office of Criminal Justice Services, Cincinnati, OH, Jan 20, 2009.

Engel, R. S. & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to City Manager's Advisory Group, Cincinnati, OH, January 9, 2009.

Engel, R. S. & Gerard, D. *CIRV Taliband Gang Enforcement*. Presentation to Cincinnati Police Department, Criminal Investigation Division, Cincinnati, OH, December 17, 2009.

Engel, R. S., Cherkauskas, J. M., Smith, M. R. & Frank, J. *Traffic Stop Data Analysis Study: Year 2 Final Report*. Presentation to Arizona Department of Public Safety Criminal Intelligence Division, Phoenix, AZ, November 5, 2008.

Engel, R. S., Cherkauskas, J. M., Smith, M. R. & Frank, J. *Traffic Stop Data Analysis Study: Year 2 Final Report*. Presentation to Arizona Department of Public Safety, Phoenix, AZ, November 3- 4, 2008.

Engel, R. S. & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Toledo Law Enforcement Team, Toledo, OH, October 22, 2008.

Baker, S.G., Streicher, T. H., **Engel, R. S.**, Whalen, J., Love, R., Dowdell, G., & Ross, S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati City Council, Law & Public Safety Committee, Cincinnati, OH, Oct 21, 2008.

Baker, S. G., **Engel, R. S.**, Whalen, J., Garcia, V., Love, R., & Ross, S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Governing Board, Cincinnati, OH, October 20, 2008.

Engel, R. S. *An Evening at a Great University: Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to H.C. Buck Niehoff 12th Annual "An Evening with Great Professor" at the University of Cincinnati, Cincinnati, OH, October 16, 2008.

Engel, R. S. *Violence Reduction Initiatives: Promising Practices*. Presentation to 2008 Ohio Crime Conference: Effective Strategies for Reducing and Preventing Crime, Columbus, OH, September 18, 2008.

Engel, R. S., Baker, S. G., and Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to 2008 Ohio Crime Conference: Effective Strategies for Reducing and Preventing Crime, Columbus, OH, September 18, 2008.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to National Forum on Criminal Justice & Public Safety, Louisville, KY, August 5, 2008.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Ohio Senate Democratic Caucus: Listening Tour, Cincinnati, OH, June 25, 2008.

Engel, R. S., Baker, S. G., Streicher, T.H., Whalen, J., Garcia, V., Love, R., Dowdell, G., Ross, S. & Kennedy, D. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati City Council, Law and Public Safety Committee, Cincinnati, OH, May 6, 2008.

Engel, R. S. & Baker, S. G. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Hamilton County Juvenile Justice Commission, Cincinnati, OH, April 17, 2008.

Engel, R. S., Baker, S. G., & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Hamilton County Juvenile Court, Cincinnati, OH, April 16, 2008.

Engel, R. S., Baker, S. G., Whalen, J., Garcia, V., Love, R., & Ross, S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Governing Board, Cincinnati, OH, April 14, 2008.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to MARCC Delegates Council, Cincinnati, OH, April 9, 2008.

Engel, R. S. 2008. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to University of Cincinnati Board of Trustees, Cincinnati, OH, March 18, 2008.

Engel, R. S., Baker, S. G., Whalen, J., & Kennedy, D. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Hamilton County Juvenile Court, Cincinnati, OH, February 27, 2008.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to UC / Uptown Consortium, community partners' luncheon featuring Dr. Steven Covey, Cincinnati, OH, February 18, 2008.

Baker, S. G., **Engel, R. S.,** & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati Neighborhood Summit, Cincinnati, OH, February 16, 2008.

Engel, R. S. & Baker, S. G. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati City Council, Law and Public Safety Committee, Cincinnati, OH, February 12, 2008.

Engel, R. S. *Traffic Stop Data Analysis Study: Final Report*. Presentation to Arizona Department of Public Safety, Phoenix AZ, November 6, 2007.

Baker, S. G., & **Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Urban League of Greater Cincinnati Board of Directors, Cincinnati, OH, October 18, 2007.

Baker, S. G., Whalen, J., & **Engel, R. S.** *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati Police Department, Annual Leadership Retreat, Cincinnati, OH, Oct 9, 2007.

Engel, R. S., Tillyer, M. S., Baker, S. G., & Whalen, J. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Columbus Police Department, Columbus, OH, September 11, 2007.

Engel, R. S. & Baker, S. G. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to CIRV Governing Board, Cincinnati, OH, August 14, 2007.

Engel, R. S. & Tillyer, M. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Uptown Consortium Public Safety Committee, Cincinnati, OH, August 8, 2007.

Streicher, T., Garcia, V., Ross, S., Spector, A., **Engel, R. S.,** Kennedy, D. M., & Tillyer, M. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Ohio Association of Chiefs of Police, 2007 Annual Conference, Cincinnati, OH, August 1, 2007.

Engel, R. S., & Baker, S. G. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Friends of the Collaborative, Cincinnati, OH, July 19, 2007.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Ohio State Attorney General's Office Staff, Cincinnati, OH, June 29, 2007.

Engel, R. S. & Tillyer, R. *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to Arizona Department of Public Safety Highway Patrol Staff, Tucson AZ, May 31, 2007.

Engel, R. S. & Tillyer, R. *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to Arizona Department of Public Safety Patrol Staff, Phoenix AZ, May 30, 2007.

Engel, R. S. & Tillyer, R. *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to Arizona Department of Public Safety Highway Patrol Staff, Flagstaff AZ, May 30, 2007.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to MARCC Delegates Council, Cincinnati, OH, May 9, 2007.

Engel, R. S. & Garcia, V. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati Gang Initiative Group, Cincinnati, OH, April 24, 2007.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Cincinnati Children's Hospital and Medical Center Board of Directors, Cincinnati, OH, April 20, 2007.

Engel, R. S. *Overview of the Arizona Department of Public Safety Traffic Stop Data Analysis Study*. Presentation to Arizona Department of Public Safety, Phoenix AZ, Mar 28, 2007.

Engel, R. S. *Results from the Cleveland Division of Police, Traffic Stop Study*. Presentation to Cleveland City Council Public Safety Committee, Cleveland, OH, February 28, 2007.

Engel, R. S. *Cincinnati Initiative to Reduce Violence (CIRV)*. Presentation to Uptown Consortium Executive Board, Cincinnati, OH, February 21, 2007.

Engel, R. S. *Update on Bias-Based Policing Litigation and Research*. Presentation to Fairfield Police Department, Fairfield, OH, December 13, 2006.

Engel, R. S. *Identifying Best Practices in Search and Seizure Activities*. Presentation to Ohio State Highway Patrol Command Staff Annual Meeting, Columbus, OH, November 2, 2006.

Engel, R. S. 2006. *Update on Bias-Based Policing Litigation and Research*. Presentation to Nebraska State Patrol command staff, August 25, 2006.

Frank, J., **Engel, R. S.**, Tillyer, R., Klahm, C. *Cleveland Division of Police Traffic Stop Study: Final Report*. Presentation to City of Cleveland, Division of Police, Office of the Chief, Cleveland, OH, August 2, 2006.

Engel, R. S. *Examining Racial and Ethnic Disparities in Search and Seizure Rates: Implications for Training*. Presentation to Pennsylvania State Police training staff and command personnel, Harrisburg, PA, July 20, 2006.

Engel, R. S. *Update on Bias-Based Policing Litigation and Research*. Presentation to International Association of Chiefs of Police North Central Region, State and Provincial Police, Regional Meetings, Columbus Ohio, May 16, 2006.

Engel, R. S. & Eck, J. *Can we have it all? Toward equitable and effective policing*. Presentation to Istanbul Conference on Democracy and Global Security, Istanbul Turkey, June 9-11, 2005.

Engel, R. S. *A Critique of the KPT Principle*. Presentation to 2005 Criminology and Economics Summer Workshop. Programs on the Economics of Crime and Justice Policy, University of Maryland, Elkridge, Maryland, June 6, 2005.

Engel, R. S. & Tillyer, R. *The State of Racial Profiling Research: Analytical Issues Involved in Benchmarking and Examining Post-Stop Outcomes*. Presentation to Ohio Highway Patrol, Columbus, OH, March 1, 2005.

Engel, R. S. *Yes or No – Does “Consent” Matter? Examining Consent Searches for Two State Police Agencies*. Presentation to Police Policy Research Group at the University of Albany, Albany, NY, February 23, 2005.

Engel, R. S. *The All Important Numerator (Stop Data)*. Presentation to “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum and COPS Office, Kansas City, MO, Aug 25, 2004.

Engel, R. S. and Alpert, G. *Ensuring Data Quality*. Presentation to “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum and COPS Office, Kansas City, MO, August 24, 2004.

Engel, R. S. *Analyzing Post-Stop Data*. Presentation to “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum and COPS Office, Kansas City, MO, August 24-25, 2004.

Zingraff, M. and **Engel, R. S.** *Observation Benchmarking*. Presentation to “By the Numbers: How to Analyze Race Data from Vehicle Stops,” sponsored by Police Executive Research Forum, COPS Office, Kansas City, MO, August 24, 2004.

Engel, R. S. *Project on Police-Citizen Contacts Year 1 Final Report*. Presentation to Commonwealth of Pennsylvania Legislative Black Caucus, Harrisburg, PA, May 25, 2004.

Engel, R. S. & Edelman, W. *Results from the MARCS intra-operability study*. Presentation to Ohio Highway Patrol and SIEC committee, Columbus, OH, March 31, 2004.

Engel, R.S. *Racial Profiling: Research Issues & Findings*. Presentation to Roanoke, VA Police Department, Dec 11, 2003.

Engel, R. S. *Issues Surrounding Benchmarking in Racial Profiling Research*. Presentation to Third National Symposium on Racial Profiling, sponsored by Northwestern University Center for Public Safety and Police Executive Research Forum, Chicago, November 5, 2003.

Engel, R. S. *Understanding community policing policies in the United States: Assessing similarities, differences, and effectiveness*. Presentation to Minister of National Security, Commissioner of Police, and senior officers from Trinidad and Tobago, Port of Spain, Trinidad, Feb 21, 2002.

Engel, R. S. *Why do cops do what they do?* Colloquium series sponsored by Pennsylvania Prison Society, Centre County Branch, State College, PA, February 5, 2002.

Engel, R. S. & Silver, E. *Policing mentally disordered suspects*. Colloquium series sponsored by Psychiatry Department and Center for Mental Health Policy and Service Research, University of Pennsylvania, January 14, 2002.

Shepard, R. L. *The effects of supervisory styles on patrol officer behavior*. Presentation to National Institute of Justice, Annual Conference, Washington, D.C., July 18-21, 1998.

HONORS AND AWARDS

Member, Ohio Collaborative Community-Police Advisory Board, Appointment by Governor John R. Kasich, State of Ohio Reappointed by Governor Mike DeWine, State of Ohio	2018 – present
<i>Distinguished Alumni Award</i> , School of Criminal Justice, University at Albany	2017
Invited speaker, <i>Life of the Mind</i> , University of Cincinnati	2012
University of Cincinnati “Breakfast of Champions” invitee and medal recipient	2012
Faculty recognition program sponsored by the Darwin T. Turner Scholars National Institute of Justice (NIJ) inaugural Scientific Review Panel (SRP), Justice Systems Research Division	2012 – 2014
Invited guest to reception with David Cameron, Prime Minister, United Kingdom	2011
Annual Faculty Incentive Award for Research and Scholarship College of Education, CJ, & Human Services, University of Cincinnati	2003 – 2015
<i>International Association of Chiefs of Police / West Excellence in Criminal Investigations Award</i> (Team Award with the Cincinnati Police Department)	2009
<i>Outstanding Service Award</i> , Division of Criminal Justice, University of Cincinnati	2009
<i>Fraternal Order of Police Citizen’s Award</i> (Award Selection Committee: Cincinnati Police Department, FBI, FOP, Hamilton Co. Sheriff’s Office, Hamilton Co. Prosecutor’s Office, Hamilton Co. Police Association)	2009
<i>International Association of Chiefs of Police / Motorola Webber Seavey Award for Excellence in Law Enforcement</i> (Team award for the Cincinnati Initiative to Reduce Violence)	2008
<i>National Criminal Justice Association’s Outstanding Criminal Justice Program Award</i> (Team award for the Cincinnati Initiative to Reduce Violence)	2008
Selected speaker, H.C. Buck Niehoff 12 th Annual “An Evening with a Great Professor” at the University of Cincinnati, October 16, 2008	2008
Graduate Student and Faculty Research Mentoring Grant (with Jessica Dunham) College of Education, CJ, & Human Services, University of Cincinnati	2008
Graduate Student and Faculty Research Mentoring Grant (with Rob Tillyer) College of Education, CJ, & Human Services, University of Cincinnati	2006
Graduate Student and Faculty Research Mentoring Grant (with Richard Johnson) College of Education, CJ, & Human Services, University of Cincinnati	2005
Promotion of Diversity Award, Center for the Advancement of Teaching & Learning University of Cincinnati	2004
Recipient, U.S. Speaker and Specialist Grant, U.S. State Department, Office of International Information Programs	2002
Selected workshop participant, “Quantitative Analysis of Crime and Criminal Justice,” Inter-university Consortium for Political and Social Research, University of Michigan	2001
<i>Eliot H. Lumbard Award</i> for academic excellence, School of Criminal Justice, University at Albany	1998
Travel grant award (competitive funding), Graduate Student Organization, University at Albany	1997
<i>Initiatives for Women Award</i> (for academic achievement), University at Albany	1995
Teaching assistant (competitive funding), University at Albany	1993-1994
Graduate student fellowship (competitive funding), University at Albany	1992-1993
Phi Beta Kappa National Honor Society	1992
Alpha Phi Sigma Criminal Justice National Honor Society	1992
Golden Key National Honor Society	1992

SERVICE

University of Cincinnati

Criminal Justice Program Head, Search Committee, <i>faculty elected member</i>	2020
Vice President of Research, Search Committee, <i>member</i>	2014-2015
CECH Decanal Review Committee, <i>member</i>	2014-2015
UCPD Police Chief Search Committee, <i>member</i>	2014
Provost's Cluster Hiring Proposal Review Committee, <i>member</i>	2014
Distinguished Research Professor Award Review Committee, <i>member</i>	2014
Threat Assessment Group, <i>member</i>	2013 –2015
University of Cincinnati Research Institute CEO Search Committee, <i>member</i>	2013
Campus Crime Reduction Committee, <i>founder and chair</i>	2013 - present
President Santa J. Ono's Campus Safety Committee, <i>member</i>	2013 – 2015
Public Safety Strategic Planning Committee, <i>member</i>	2013
Ad Hoc Academic Misconduct Inquiry Committee, <i>member</i>	2013
UCPD Police Chief Search Committee, <i>member</i>	2012

University of Cincinnati, School of Criminal Justice

Policing committee, <i>member</i>	2013- present
Policing committee, <i>chair</i>	2003 – 2012
Speakers committee, <i>chair</i>	2003 – 2004, 2006 – 2007, 2009 – 2010, 2012-2013
Graduate committee, <i>member</i>	2002 – 2003, 2004 – 2005
Masters committee, <i>member</i>	2002 – 2003
Criminal justice committee, <i>member</i>	2002 – 2012
Policing committee, <i>member</i>	2002 – 2003
Undergraduate curriculum committee, <i>member</i>	2003 – 2004
Search committee, <i>member</i>	2005–2006, 2009 – 2010, 2011 – 2013
Fundraising committee, <i>chair</i>	2011 – present

Pennsylvania State University, Crime Law & Justice Program

Faculty liaison for the Justice Association (undergraduate group)	2000 – 2002
Departmental advisory board committee, <i>member</i>	1998 – 1999
Undergraduate committee, <i>member</i>	2000 – 2002
Social committee, <i>chair</i>	1998 – 2001
Recruitment committee, <i>member</i>	1999 – 2002
Graduate committee, <i>member</i>	1998 – 2002

External Professional Service

Editorial Board Member, <i>Criminology & Public Policy</i>	2019 – present
IACP Policy Committee, Bias-Free Policing Model Policy, <i>Member</i>	2019 – present
IACP Task Force on Violence against Law Enforcement, <i>Member</i>	2017 – 2018
Editorial Board Member, <i>Justice Quarterly</i>	2016 – present
American Society of Criminology, Policing Section, Award Committees, <i>chair</i>	2015 – 2016
Editorial Board Member, <i>Policing: A journal of policy and practice</i> , Oxford University Press	2015 - present
Associate Editor – <i>Police Quarterly</i>	2008 – present
American Society of Criminology, Ad Hoc Media Relations Committee	2013 – 2014
Academy of Criminal Justice Sciences, Annual Meeting Area Chair	2013 – 2014
American Society of Criminology, Annual Meeting Area Chair	2012 – 2013
Academy of Criminal Justice Sciences, Policy Committee, <i>Member</i>	2010 – 2012
American Society of Criminology, Ruth Schonle Cavan Young Scholars Award Committee (chair)	2011

American Society of Criminology, Ruth Schonle Cavan Young Scholars Award Committee (member)	2010
American Society of Criminology, Block Award Committee, <i>member</i>	2009 – 2010
Academy of Criminal Justice Sciences, Finance Committee, <i>member</i>	2008 – 2009
American Society of Criminology, Constitution Committee, <i>member</i>	2007 – 2008
Police Supervisory Training Seminars provided for municipal police agencies	2003 – 2004
American Society of Criminology 2006 Annual Meetings, <i>Area Chair</i>	2005 – 2006
Academy of Criminal Justice Sciences, Award Committee, <i>Member</i>	2005 – 2006
American Society of Criminology, Ethical Issues Committee, <i>Member</i>	2004 – 2006
Academy of Criminal Justice Sciences, Ethics Committee, <i>Chair</i>	2005 – 2007
Academy of Criminal Justice Sciences, Ethics Committee, <i>Member</i>	2004 – 2007
American Society of Criminology 2004 Annual Meetings, <i>Area Chair</i>	2003 – 2004
Academy of Criminal Justice Sciences 2004 Annual Meetings, <i>Area Chair</i>	2003 – 2004
Associate Editor – <i>Justice Quarterly</i>	2001 – 2009
Manuscript reviewer for <i>Criminology</i> , <i>Justice Quarterly</i> , <i>Criminology & Public Policy</i> , <i>Law & Society Review</i> , <i>Social Science Quarterly</i> , <i>Journal of Research in Crime and Delinquency</i> , <i>Police Quarterly</i> , <i>Criminal Justice Review</i> , <i>Police Practice and Research: An International Journal</i> , <i>Policing: An International Journal of Police Strategies & Management</i> , <i>Journal of Health Politics, Theoretical Criminology</i>	1999 – present
Panel chair and discussant at the ACJS annual meetings	1995 – present
Panel chair and discussant at the ASC annual meetings	1999 – present
Academic course consultation for Elizabethtown College, Elizabethtown, PA	2000
American Society of Criminology, employment exchange committee	1998 – 2000
 <u>External Community Service</u>	
<i>Agenda 360</i> , Urban Renaissance Action Team, <i>Committee Member</i>	2007 – 2008
<i>Out of the Crossfire</i> , University Hospital, <i>Board of Directors</i>	2006 – 2009
<i>Who Killed Our Kids</i> , Cincinnati, OH, <i>volunteer grant writer</i>	2007 – 2009
Fundraiser event coordinator benefiting the Women's Resource Center, State College, PA	2000

PROFESSIONAL MEMBERSHIPS

American Society of Criminology (ASC)
 Academy of Criminal Justice Sciences (ACJS)
 Criminal Justice Research Alliance (CJRA)
 International Association of Chiefs of Police (IACP)
 Police Executive Research Forum (PERF)
 Hamilton County, OH Police Association (HCPA)
 Cincinnati Citizen's Police Association (CCPA)

Daniel P. Linskey

Curriculum Vitae / Expert Qualifications

Daniel.Linskey@kroll.com

Qualifications:

My name is Daniel P. Linskey. I hold a bachelor's degree in Sociology and Criminal Justice Studies from Curry College in Milton, Massachusetts. I am a graduate of the Boston Police Academy, where I earned the prestigious Hogan Award for academic excellence in the study of law. I went on to attend and complete The Senior Executives Program for State and Local Government at Harvard Kennedy School of Government in Cambridge, Massachusetts. I also was selected to attend and complete the National Leadership Preparedness Initiative Program at the Harvard School of Public Health in Cambridge, Massachusetts. Additionally, I am a graduate of the FBI National Academy in Quantico, Virginia.

I have been actively involved in law enforcement and police practices since 1986. I served as a sworn member of the Boston Police Department for just under 28 years. I served the Boston Police Department as a Patrol Officer, Detective, Sergeant, Sergeant Detective, Lieutenant, Lieutenant Detective, Deputy Superintendent, and Superintendent, before being promoted to the rank of Superintendent-in-Chief, the highest sworn member of the Boston Police Department. While serving as Chief, I was charged with overseeing the day-to-day operations of the department from September 2009 to January 2014. During that time, I oversaw the planning and implementation of seven World Championship contests (NFL, NBA, MLB, NHL), and the BPD's handling of the Occupy Movement in 2011, which has been lauded as one of the best-managed responses to the protests of any city in the country.

As I was serving as the Superintendent in Chief, I was also serving as the Metro Boston appointee as the Jurisdictional Point of Contact for the Metro Boston Homeland Security Office. In that role I:

- Collaborated with the regions' first responders and homeland security officials.
- Lead responses to the disruption of the water supply to the city of Boston, along with several natural disasters including hurricanes, blizzards and other natural disasters.
- Established high-level homeland security and preparedness goals for the Metro Boston region and implemented National Incident Management System and National Response Framework
- Strengthened communications capabilities, infrastructure protection, information collection,
- Improved medical surge and mass prophylaxis planning and community preparedness capabilities, as well as chemical, biological, radiological, nuclear and explosive detection, response/decontamination.
- Assisted with achieving accreditation for EMAP, jointly developed and implemented the UASI region's THIRA (threat and hazards identification and risk assessment), MYTEP (multi-year training and exercise plan), as well as a 5-year Communications Interoperability Strategy, praised by the Department of Homeland Security as a national model.
- Proposed and oversaw development of Urban Shield Boston, a continuous 24-hour exercise during which first responders of all disciplines are deployed to and rotated through various training exercises in realistic critical events.
- Served as Executive Director of Urban Shield Boston in 2011, which involved the largest, most complex exercises ever conducted in the region. The training involved over 2500 emergency responders from 50 agencies. It is credited with preparing the City of Boston for the Marathon Bombings and saving countless lives.

I was the Incident Commander for the 2013 Boston Marathon. I oversaw the response to the bombings, the evacuation of the injured, and the stabilization of the scene, as well as the investigation. I was the first commander on scene during the April 19 shootout in Watertown, Massachusetts that saw terrorists exchanging gunfire and throwing bombs at responding officers.

I spent a large portion of my early career in the Drug Control Unit serving as a Police Officer, Detective, and a Detective Supervisor. Over the course of my career, I have been involved in the preparation and execution of over a thousand search warrants. I have been involved in the arrests of over 3,000 individuals for various offenses.

My other assignments have included the Boston Police Academy, where I taught both recruit and in-service training courses on Criminal Law, Juvenile Law, and Constitutional Law. In addition to teaching at the Boston Police Academy, I have taught at the Norwood, Massachusetts; Plymouth, Massachusetts; Salem, Massachusetts; Reading, Massachusetts, and Barnstable, Massachusetts Police Academies. While teaching for both the Boston Police Academy and the Massachusetts Municipal Police Training Committee, I have developed and presented courses designed for both new and current supervisor training programs for Sergeants, Lieutenants, and Chiefs of Police. I developed and conducted in-service training programs for all Supervisors within the Boston Police Department, which include scenario-based learning focused on current case law and best practices. I developed a search warrant course, which I presented during two different yearly training cycles to all Investigative personnel within the Boston Police Department. In addition, I was selected for and served on the Boston Police Department's Firearm Discharge Investigation Team. The team responded to and investigated all discharge of firearms by Boston Police Officers for both criminal and administrative review. I served as a certified hostage negotiator in more than 50 successful critical incident operations.

I was the Commander of the BPD Special Police Division which oversaw security and safety operations for over 10 billion dollars of property owned or under the control of the City of Boston, including all schools, public housing developments, community centres, parks, and other government facilities. I oversaw the evaluation of security programs, continuity of operations plans, physical security programs including access control, CCTV, alarms, and security staffing for all these facilities.

While serving as the Superintendent-in-Chief, my duties included helping to develop and implement policies and procedures such as consistent use of force policies. I reviewed all use of force investigations and internal complaints involving all Boston Police personnel.

In June 2014, I retired from the Boston Police Department and started my own consulting firm, The Linskey Group LLC. My company provided a wide range of security, law enforcement, and emergency management services to my clients. These services included dignitary protection, cyber security, and confidential investigations. The group had vast experience conducting training and exercises that prepare agencies and facilities for crisis, as well as conducting facility security assessments and reviews. I am a frequently sought-after public speaker presenting Leadership Lessons Learned from the Boston Marathon Bombing Attack. I have presented lectures, conducted training and consulted with numerous federal, state, local, as well as international police, homeland security, and military officials regarding large scale event management, crisis leadership and preparedness, use of force, proper police policy, and community policing initiatives.

While working with The Police Foundation and the United States Department of Justice, I was retained to consult with the St. Louis County Police Department and provide technical advice and training guidance relative to tactical deployments, training, community engagement strategies, and use of force programs and policies, prior to the release of the verdict in the controversial shooting of Michael Brown by Ferguson Police Officer Darrin Wilson.

I have worked with the United States Department of State's Anti-Terrorism Advisory Bureau to develop and present a course on managing the investigation of a terrorist attack for our partner nations around the globe. I have taught this course for the State Department along with a panel of other instructors. I have conducted training and presented to the following:

- Numerous State and Local Police and Emergency Management Groups
- United States Navy Chief of Operations Strategic Studies Group
- United States Marine Corps Marathon Planning Team
- New York Police and Fire Department
- North Carolina Information and Analysis Centre
- The Federal Bureau of Investigation
- The U.S. Drug Enforcement Administration
- The Bureau of Alcohol Tobacco and Firearms
- The Egyptian Ministry of Interior Police Force
- The U.S. State Department the Overseas Security Advisory Council
- The Dutch Police and Military
- The Australian Federal Police
- The Queensland Police Service
- The Finnish Police Service
- Abu Dhabi Police Service
- Iraqi Police Service
- International Association of Chiefs of Police
- The U.S. Department of State Anti-Terrorism Advisory Bureau
- The Moroccan Ministry of Interior
- The United States Veteran's Administration
- Mexican Law enforcement leaders (as well as numerous Law enforcement officers throughout Central and South America)
- Police senior leadership of India
- Tunisian Police Services
- Polish Police Services

In December 2015, I joined Kroll, the global security and risk management firm, as the head of the Boston office and I currently lead our worldwide law enforcement consulting practice. Since joining Kroll, I have conducted work for clients in the numerous industries, including the education, banking, family office, healthcare, hospitality, transportation, government, industrial, media, sports, and energy fields. My work has included investigations, threat assessments, security program development, security audits and reviews, security system designs, travel risk assessments, Information security, technical surveillance countermeasures, executive protection, emergency security response services and event security. I have also often been asked to provide expert witness work. I have provided training and best practice evaluations and audits to hundreds of law enforcement agencies as well as private sector clients. I am currently a fellow at the Duff and Phelps Institute.

Expert Witness Work

- I worked collaboratively with Edward Davis LLC and conducted an extensive review of the Blarney Blowout, a large-scale public disorder event that occurred at the University of Massachusetts in 2014. We investigated the incident and co-authored a report outlining the causes that negatively impacted the event. The report also delivered a best practice guide to prevent a repeat occurrence.
- I worked with Edward Davis LLC in reviewing the murder conviction in *State of Rhode Island v. Raymond Tempest* for Attorney Michael Kendall, with assistance from the Innocence Project. I conducted a review of the facts and circumstances of the case and participated in drafting a report for the defense supporting a reversal of the conviction of Raymond Tempest. That conviction has been overturned.
- The Office of New Hampshire Attorney General Joseph A. Foster retained me to provide expert witness services for the State of New Hampshire in the case of *State of New Hampshire v. Mark Richardson*. Mark Richardson is a Seabrook, New Hampshire Police Officer who was alleged to have utilized excessive force when dealing with a prisoner in his care and custody. Richardson had been arrested and charged with utilizing excessive force and violating the civil rights of the victim. I

reviewed the facts, circumstances and evidence of the case. My report concurred with the findings of the criminal investigation that the defendant utilized excessive and unreasonable force that was criminal in nature and a violation of the victim's rights. I testified to such during a trial in that matter that resulted in a hung jury. On retrial the defendant entered a guilty plea.

- On October 21, 2015, I was retained by Sheehey Furlong & Behm P.C. of Vermont as their expert witness to offer an expert opinion on the case of *Grega v. Vermont*. I conducted a review of the investigation to compare it to acceptable best practices. I determined that Grega did not receive a fair trial and his murder conviction should remain overturned. The State of Vermont reached a settlement agreement with the Plaintiff's Estate.
- In January 2016, I was retained by the Philadelphia firm of Feldman, Shepherd, Wohlgelernter, Tanner, Weinstock, Dodig, LLP to provide expert witness services for the plaintiff in the case of *Hintz v Philadelphia* in state and federal court. Hintz was arrested and imprisoned by detectives in the Philadelphia Police Department who were later found to be involved in a large corruption ring. The City of Philadelphia settled the claim after the client's conviction was overturned.
- I was retained by attorney Joseph Donlin of Norwood, Massachusetts to provide expert witness services for the defense in the case of *Charles Morse and Lesa Morse Plaintiffs, v. Commonwealth of Massachusetts Executive Office of Public Safety Department of State Police; State Trooper Frechette, K-9 Unit State Trooper Maher; Town Of Sturbridge; Town of Sturbridge Police Department; Police Chief Thomas Ford; Police Sergeant Michael Cloutier; Police Sergeant Jeffrey Lavalle; Police Officer David Fortier; Police Officer Larry Bateman; Police Officer Ronald Obuchowski, Jr., Defendants*. The case was settled prior to trial.
- I was retained by the City of Portsmouth New Hampshire Police Department as its expert witness in a case pending in US District Court, *Connors v. Portsmouth, New Hampshire*, to offer an opinion as to proper police procedure. The case was settled prior to trial.
- I was retained pro bono by the Washington, DC law firm Baker Botts to assist them in seeking injunctive relief in Federal Court in Virginia. Our intervention prevented the public identification of an officer involved in a deadly use of force situation until a full and thorough investigation, threat assessment and safety plan had been developed.
- I was retained by attorney John J. Cloherty III of Pierce Davis & Perritano as an expert witness in the case of *Kevin O' Laughlin vs the Commonwealth of Massachusetts, town of Framingham Massachusetts; Paul Blakeley; Al Grow; Estate of Arthur Martins Alan Nardini, William Masionis, Estate of Frank Masiello and John Moor*. I was the defense expert in a wrongful conviction case alleged by Kevin O'Loughlin against the officers involved in his arrest and the town of Framingham. That case was settled before trial.
- I was retained by the Strafford County Attorney's Office located in Dover, Strafford County, New Hampshire as an expert witness in the case of *New Hampshire v. Burris*. On December 1, 2015 at approximately 8 pm, Probation Officer Burris fired three rounds at a suspect's fleeing vehicle and was charged with assault by Means of a Dangerous Weapon. The parties reached a plea agreement.
- I am Currently retained by the firm of Pierce & Mandell, P.C in Boston as their expert representing the estate of two prominent physicians who were slain in their luxury condo unit in a building that was responsible for providing adequate security for its occupants. *The Estate of Field and Bolanos vs. The Board of Trustees of 141 Dorchester Ave.*
- I am currently retained by the firm of Behman Hambelton, LLP, in Woburn Mass., as an expert witness in a case defending a hotel and resort from a negligent security claim that arose during an event at the property in which the plaintiff was injured.

- I was retained by the firm Potters & Della Pietra LLP of Fairfield, New Jersey as their expert in *T.G. v. PNC Bank Arts Center, et al.*, a negligent security case defending the New Jersey State Police, which provided security at a concert venue where the plaintiff alleged they were shot due to inadequate security measures. The client received a summary judgement dismissing the case based on my report.
- I am currently retained on behalf of the City of Baltimore as their expert witness in a case in which 30 plus store owners sued the city for failing to adequately protect their stores and businesses during the riots in response to the Freddie Grey matter.
- I am currently retained by the firm Marshall Dennehey of Philadelphia, on behalf of The Hartford – Global Specialty Claims Insurance Company in a negligent security matter
- I am currently retained by the firm Marshall Dennehey of Roseland, NJ in the case of *T.G. v. PNC Bank Arts Center, et al.*, in a negligent security case defending Live Nation and the New Jersey Turnpike Authority, which owns a concert venue where the plaintiff alleged they were shot due to inadequate security measures.

I have been a guest lecturer and panellist at various colleges and universities, including Harvard University, The University of Seattle, Towson University, Northeastern University, and The University of Maryland, regarding a wide range of law enforcement issues.

Select Media Appearances, Presentations and Reports

I am active in several professional organizations and am frequently asked to present at conferences and meetings on topics related to law enforcement and homeland security. I am a writer, whose insights and thought leadership are closely followed by law enforcement, security professionals, and civic leaders.

- On-air news analyst for local and national affiliates of Fox News, MSNBC, and CNN
- International Association of Chiefs of Police 2012 National Conference: “Boston Police Response to the Occupy Movement”
- Police Executive Research Forum report: “Managing Major Events: Best Practices from the Field” (contributor)
- Edwin Davis report: “University of Massachusetts and the Town of Amherst: A Safer Community through Partnership”
- Department of Justice Collaborative Reform Initiative: An Assessment of the St. Louis County Police Department
- “Leadership Lessons Learned from the Boston Marathon Bombing Attack”
- “Leading Before, During, and After the Crisis”

Education & Certifications

- B.S., Curry College
- Harvard’s Kennedy School of Government: National Leadership Preparedness Initiative, Senior Executive – State/Local Government Module
- FBI National Academy, Quantico
- Boston Police Academy

Affiliations & Memberships

- FBI National Academy Associate
- International Association of Chiefs of Police
- International Association of Emergency Managers
- Massachusetts Major Cities Chiefs’ Association
- Police Executive Research Forum
- International Association of Financial Crimes Investigators

- **Awards & Recognition**

- Boston Police Medal of Honor 3-time recipient
- State of Massachusetts George L. Hanna Medal of Honor
- Semper Fidelis Society, Semper Fi Marine of the Year Award

Dr. Cassi L. Fields
Vice President – ESCI Fields Human Capital Division

EDUCATION

Ph.D. in Industrial/Organizational Psychology

The George Washington University 1989

M. Philosophy in Industrial/Organizational Psychology

The George Washington University A.B., Psychology 1987

B.A. with honors in Psychology

Rutgers, the State University of New Jersey 1985

BUSINESS EXPERIENCE

Emergency Services Consulting International – Fields Human Capital Division

Vice President 2017 - Present

Fields Consulting Group, Inc.

President/CEO May 1992 – Dec 2016

Limited Exposure Theory Corp.

President/CEO 2012 - 2017

Dr. Cassi L. Fields is a nationally known expert in the design, development, validation, and administration of large-scale public safety testing projects, with special expertise in promotional systems in at-risk organizations. Dr. Fields founded Fields Consulting Group in 1992 after an outstanding career in public service and academia.

As President and CEO of Fields Consulting Group (FCG), and now as the Vice President of ESCI's Fields Human Capital Division, Dr. Fields serves as an expert advisor and consultant to numerous public sector executives and organizations, particularly those who have experienced repetitive employment discrimination lawsuits. For our other clients, Dr. Fields manages and directs small to large-scale testing programs, leadership development training, expert witness services, chief and command staff selection, the design and validation of promotion boards/programs and assessment centers, and other related services. She has served as the lead expert in public safety discrimination suits, and has assisted three jurisdictions with having their consent decrees lifted.

Dr. Fields has established a reputation for achieving results where other firms encounter resistance for providing fair opportunity to program participants; for developing innovative and highly effective testing and measurement tools; for pioneering new test preparation programs and progressive assessment components ; and for directing and administering hundreds of testing programs for Police, Fire, and Sheriff Departments throughout the U.S.

As an expert in Fire and Rescue and Police career development and evaluation, Dr. Fields has developed the *Critical Supervisory Skills* (Fields, C. 2007) course for these two Public Safety services. The course is designed to address and develop effective supervisory skills for both current supervisors and those who aspire to become a supervisor in the near future. Dr. Fields also wrote two separate books, one Police and one for Fire, called *Preparing for Promotion: An Introduction to Assessment Centers and Interviewing* (Fields, C., 2009).

Dr. Cassi L. Fields
Vice President – ESCI Fields Human Capital Division

The following summarizes Dr. Fields' training and testing experience with Fields Consulting Group:

- ◆ Directed the development, validation and administration of more than 1,000 testing programs for small, medium and large public safety clients in local, state and federal government
- ◆ Designed and implemented large-scale validation studies to ensure that test systems appropriately represent the important aspects of the job
- ◆ Directed and participated in competency modeling to support the validation work
- ◆ Developed, designed and assisted in reorganizing promotional pathways using competency modeling to support job descriptions, promotional goals and objectives, career pathing and training programs.
- ◆ Led SME focus groups in the development of selection and promotional processes
- ◆ Designed innovative assessment center exercises to measure management and leadership competencies
- ◆ Pioneered the use of progressive assessment center exercises such as *The Day in the Life* fire assessment that is a continuous assessment process rather than a discrete process; life fire exercises, computer-simulations combined with radio communication exercises, and others
- ◆ Designed, validated and administered decentralized assessments for clients such as the Federal Aviation Administration and the Amtrak Police
- ◆ Conducted assessor training to ensure rater reliability, rater accuracy and fairness; Dr. Fields has pioneered work on training assessors to avoid well-known biases that might occur when candidates come from various cultural backgrounds
- ◆ Implemented assessment centers for candidates pools as large as 1200 candidates
- ◆ Conducted psychometric analyses including standard and more complex statistics
- ◆ Designed procedures for providing consistent and accurate candidate feedback

Limited Exposure Theory Corp.

CEO

2012 - Present

Dr. Fields created the Limited Exposure Theory (LET) Corporation as a sister company to Fields Consulting Group to implement her vision of improved diversity in hiring and promotion, and ensure that all members of the workforce have an equal opportunity to advance in their careers. In her role with this company, Dr. Fields promotes diversity and directs her staff in the development of career development and preparation programs for clients. As a result of LET, Dr. Fields now provides keynote presentations on inclusive leadership (e.g., Fire-Rescue International Conferency, 2017; Missouri Valley Division of Fire Chiefs, 2018).

Fairfax County Office of Personnel

Director of Testing

1990 – 1993

In her work for one of the country's premier public safety organizations, Dr. Fields personally developed, validated and defended the selection and promotion procedures for 20 public safety positions. Her exams were original, multi-components procedures including paper and pencil, practical, physical agility and assessment center portions. These exams led to the lifting of a long-term consent decree placed on the County's public safety agencies for alleged discrimination in hiring and promotion.

Major functional areas include:

- ◆ Job analysis
- ◆ Test development, validation, and administration
- ◆ EEOC and Consent Decree compliance
- ◆ Performance evaluation management
- ◆ Psychometrics

Dr. Cassi L. Fields
Vice President – ESCI Fields Human Capital Division

Human Systems Technology Corporation

Project Manager/Staff Industrial Psychologist

1987 – 1989

While working as a Staff Industrial Psychologist, Dr. Fields was responsible for human resource evaluation and training for electrical and nuclear power companies.

Major functional areas:

- ◆ Test development and validation
- ◆ Promotional system review and development
- ◆ Organization development

The following summarizes Dr. Fields' experience in Human Systems Technology Corporation:

- ◆ Developed and validated six levels of progression tests and training within the progression ladders of four technical public utility positions at Delmarva Power in Delaware
- ◆ Developed and validated four levels of progression tests within two progression ladders at consolidated Edison Corporation in New York
- ◆ Re-validated assessment centers and performance evaluation system for the Maryland State Police

TEACHING EXPERIENCE

George Mason University, Adjunct Professor (1990s)

University of Baltimore at Shady Grove, Guest Lecturer in I/O Psychology (on-going)

EXPERT TESTIMONY/ASSISTANCE

As an expert in her field, Dr. Fields consulted and coordinated with other Industrial/Organizational Psychologist experts on discrimination cases, reverse discrimination cases, and consent decree compliance. Some examples include:

- ◆ On team of experts assisting the Department of Justice with a study of recruitment and retention practices in the Hartford CT Police Department.
- ◆ New Orleans Police Department Consent Decree Monitor, 2016-Present.
- ◆ Hampton, et al. v. City of Memphis, Case No. 12-cv-2404. (Dr. Fields provided expert opinion on plaintiff's discrimination claim against the City's dispatcher test. Plaintiffs dropped case after Dr. Fields' report).
- ◆ Lopez et. al. v. City of Lawrence, Massachusetts, et. al. Case No. 07-CA-11693-JLT. (Dr. Fields provided an expert report in this race discrimination case in March 2010, case is undecided).
- ◆ Erickson v. City of Stamford, et al., Case 3:08-cv-01144-SRU. (Dr. Fields provided an expert report in this sexual discrimination case in November 2010, case was settled after Dr. Fields' deposition).
- ◆ Macon, Georgia: Lead psychologist June 2003 – September 2009. Consent decree lifted after Dr. Fields' testimony.
- ◆ Weathersby v. Secretary of the Interior, No. 02-141 (U.S. District Court for the District of Columbia, February 4, 2003). Dr. Fields testified for the defendant in 2003. Case decided in favor of the defendant.
- ◆ Caruth v. Ashcroft 01-0926 Department of Justice civil case (file #2001v00477). Dr. Fields testified in 2002.
- ◆ Federal Aviation Administration: Expert for FAA Management, Selection Case, July 2001. Provided expert testimony for the FAA. The FAA prevailed.
- ◆ Drug Enforcement Administration: Lead psychologist 1995 – 2000, during which time DEA was under consent decree.
- ◆ Fairfax County: As a lead psychologist for public safety with Fairfax County, testified multiple times in front of the Civil Service Commission on selection cases. Fairfax County prevailed in all cases. No cases were sent to Federal Court. From January 1990 – September 1993 Fairfax County was under a Department of Justice consent decree.

Dr. Cassi L. Fields
Vice President – ESCI Fields Human Capital Division

PUBLICATIONS AND PRESENTATIONS

Fields, Cassi L. (in progress). *Directed Thought: A Method to Manage Implicit Bias*. Emergency Services Consulting International.

Fields, Cassi L. (2013). *Police Promotional Practices*. Encyclopedia of Criminology and Criminal Justice, Springer Publishing.

Fields, Cassi L. (March, 2013). Landing a Fire Chief's Job. International Association of Fire Chiefs First Fire Service Executive Development Institute. (Unpublished).

Fields, Cassi L. (November 2012). *Limited Exposure Theory: Barriers to Advancement in the Workplace*. Fields Consulting Group.

Fields, Cassi and Kruger, Karen J. (October 2010). *A Comprehensive Approach to Eliminating Adverse Impact in Public Safety Promotional Exams*. Police Chief Magazine.

Fields, C. (August 2007). *Critical Supervisory Skills in Fire and Rescue*; McLean, VA.

Fields, C. (August 2007). *Critical Supervisory Skills in Police*; McLean, VA.

Fields, C. (2009). *Preparation for Promotion in Fire and Rescue: An Introduction to Assessment Centers and Interviews*.

Fields, C. (2009). *Preparation for Promotion in Fire and Rescue: An Introduction to Assessment Centers and Interviews*.

Fields, C. (2009). *Complying with CALEA Promotional Test Standards*. Virginia Beach CALEA Conference. (Also presented March 2010 in Bethesda, MD)

Fields, Laura E., Orvis, Karin & Fields, Cassi L. (2005). Toward an Understanding of Item-Level Subgroup Differences of In-Basket Exercises. Poster presentation, American Psychological Association.

Fields, Cassi L. (June 2004). The Assessment Center Process in Law Enforcement. Presentation at National Association of Black Narcotic Agents (NABNA) meeting.

Fields, Cassi L. (July 2003). Choosing the Right Selection Tool for Your Agency. Forum on Crime Lab Management for Criminal Justice Agencies, Arlington, VA. (Unpublished).

Fields, Cassi L. (March 2003). The Benefits of Test Preparation. National Summit on Human Resources for Law Enforcement, Performance Institute - Washington, DC. (Unpublished).

Fields, Cassi L. (June 2003). Job Analysis in the Real World. IPMAAC Conference on Personnel Assessment, Baltimore, Maryland. (Unpublished).

Orvis, Karin A., Fields, Laura E., & Fields, Cassi L. (June, 2003). Job Knowledge Versus Multiple-Choice In-Basket Exams: Which Format is a Superior Indicator of Job Knowledge Paper presented at the annual conference of the International Personnel Management Association Assessment Council, Baltimore, MD.

Havighurst, Lauren C., Fields, Laura E. & Fields, Cassi L. (June 2003). High Versus Low Fidelity Simulations: Does the Type of Format Affect the Candidate's Performance or Perceptions? IPMAAC Conference on Personnel Assessment, Baltimore, Maryland. (Unpublished).

Fields, Cassi L. (July, 2002). Preparing for Promotion: Taking Assessment Centers. National Organization of Black Law Enforcement Executives Conference, Tampa, FL. (Unpublished).

Fields, Cassi L. (1996-2003). Special Agent Promotional Programs (SAPPS) for Grade 14 and 15: Revision and Administration. The Drug Enforcement Administration final reports for eight promotional assessment centers, Washington, D.C. (Unpublished).

Dr. Cassi L. Fields
Vice President – ESCI Fields Human Capital Division

PUBLICATIONS AND PRESENTATIONS (cont.)

Fields, Cassi L. (March 2002). Job Analysis of Diversion Investigator GS-7-GS-12 Positions with Discussion of Job Satisfaction Issues, Final Report. The Drug Enforcement Administration, Washington, D.C. (Unpublished).

Fields, Cassi L., Fields, Laura E., & Havighurst, Lauren C.. (February, 2002). Preparing for Promotion in the Fire Service: Taking Assessment Centers, Interviewing, Writing Resumes. State Fire Chiefs Association of Virginia Mid-Atlantic Symposium, Virginia Beach, VA.

Fields, Cassi L., Fields, Laura E. & Havighurst, Lauren C.. (February, 2002). Seminar in Leadership. State Fire Chiefs Association of Virginia Mid-Atlantic Symposium, Virginia Beach, VA.

Fields, Cassi L. & Fields, Laura E. (February, 2001). Preparing for Promotion in the Fire Service: Taking Assessment Centers, Interviewing, Writing Resumes. State Fire Chiefs Association of Virginia Mid-Atlantic Symposium, Virginia Beach, VA.

Fields, Cassi L. & Fields, Laura E. (February, 2001). Seminar in Leadership. State Fire Chiefs Association of Virginia Mid-Atlantic Symposium, Virginia Beach, VA.

MEDIA ARTICLES AND MEDIA INTERVIEWS AND CLIPS (2012-2014)

- ◆ **The Career Doctor: Advice on Advancing in Your Career** (Present, CommunityDigitalNews.com).
- ◆ **PoliceMagazine.com** – Dr. Fields guest blog regarding the Corpus Christi police discrimination case. Media clip circulated on July 16.
- ◆ **CareerCoachingWomen.com** - On July 10, Dr. Fields was a guest blogger on Career Coach John Agno's career website regarding her thoughts on the importance of gender neutral physical testing for prospective employees (Corpus Christi case). The article is titled, *Gender Neutral Physical Ability Tests*.
- ◆ **NewsTalk (News Channel 8)** - On July 6 Dr. Fields interviewed with Host Steve Cheneveyon national unemployment, and the more serious consequences to women and minorities.
- ◆ **HR.com.** –Dr. Fields wrote the article on July 5, *An Employment Resolution for Minority Women & Single Mothers in Today's Economy*.
- ◆ **Pittsburgh Post-Gazette** - On June 5, Business Reporter Joyce Gannon requested an interview with Dr. Fields on the topic of application discrimination. The interview took place on June 7, and the clip posted the week on June 18.
- ◆ **The StreetTV** -. Staff Reporter Joseph Deaux interviewed Dr. Fields on May 30 regarding May's unemployment rate and Obama's plans to help veterans. The video titled, *Veterans Looking for Jobs Adapting to New Tech*, was posted on June 1.
- ◆ **ERE Media** - On May 16, Editor-in-Chief Todd Raphael posted Dr. Fields blog post on the FDNY's record number of minorities taking the exam. Dr. Fields also responded to comments that stemmed from her post.
- ◆ **FOX News Live.com** - On May 15, Eric Yaverbaum mentioned Fields Consulting Group and MiA during his live commentary for the show.
- ◆ **George Lenard's Blawg**- On May 10, Blogger George included Dr. Fields blog post in his article, "What Were They Thinking."
- ◆ **Pittsburgh Post-Gazette** - On May 6, Business Reporter Ann Belser quoted Dr. Fields in her unemployment piece.
- ◆ **MSNBC** - On April 26, Eve Tahmincioglu mentioned she was working on a "doodling" in the office piece and requested an interview with Dr. Fields.
- ◆ **Forbes.com** -On April 3, Sheryl Nance-Nash interviewed Dr. Fields regarding the April jobs numbers and how single mothers and black women would be affected.

Dr. Cassi L. Fields
Vice President – ESCI Fields Human Capital Division

RESEARCH IN PROGRESS

- ◆ A Comprehensive Approach to Eliminating Adverse Impact in Public Safety Organization: Method and Theoretical Underpinnings (began in 2007).
- ◆ An Exploratory Analysis of In-Basket Item Properties (Presented at APA, 2007).
- ◆ Subgroup Differences and In-Basket Exercises: An Examination at the Item Level of Analysis.

PROFESSIONAL AFFILIATIONS

- ◆ Personnel Testing Council, Metropolitan Washington - Personnel Testing Council, Metropolitan Washington – 2008 Past President.
- ◆ Personnel Testing Council, Metropolitan Washington - Personnel Testing Council, Metropolitan Washington – 2007 President.
- ◆ Personnel Testing Council, Metropolitan Washington, 2005-2006 Legal Chair for testing issues, 1993 Executive Board Member.
- ◆ International Association of Chiefs of Police (IACP) – appointed by the President to the Diversity Council (September, 2006), appointed to 2006 National Committee to study police officer recruitment, retention, and selection and Virginia Association of Chiefs of Police (VACP).
- ◆ Northern Virginia EMS Council Leadership Development Team for Northern Virginia EMS Providers, current member.
- ◆ Society for Industrial and Organizational Psychology.
- ◆ Local Government Personnel Association - Nominated for Personnelist of the year (1992).
- ◆ Northern Virginia Police Chiefs, current member.
- ◆ American Psychological Association.

J. LARRY MAYES, MPP

11 Mt Pleasant Street • Hyde Park, MA 02136 • (857) 230-9862 • LMayes220@gmail.com

Government Affairs • Corporate Responsibility • Public Safety • Community Relations

Accomplished professional with ongoing success partnering with corporate, government, community, and media influencers to create sustainable change across the Commonwealth. Achieves notable gains in public policy while collaborating with government officials, community leaders, and media to direct and promote statewide programs that affect community stability, public safety, and services related to workforce development, adult education, food security, shelters, childcare, and immigration resettlement and law. A proactive leader offering expertise in building public/private partnerships, including mending and building relationships between law enforcement and municipal communities.

Core Competencies

- | | | |
|----------------------------------|-------------------------------|-----------------------------|
| • Public/Private Partnerships | • Human Development | • Team Building/Mediation |
| • Public Policy & Media Advocacy | • Urban Regime Practitioner | • Cross-functional Teamwork |
| • Intergovernmental Relations | • Program Development | • Bridge Builder/Connector |
| • Client/Stakeholder Relations | • Socio-cultural Determinants | • Clear Communications |
-

Professional Experience

CATHOLIC CHARITIES, ARCHDIOCESE OF BOSTON (CCAB), Boston, MA

Oct 2010 to Present

CCAB is among the largest providers of social services across the state offering 100 programs and services in 26 locations.

Vice President of Programs

Serve as executive administrator for over 100 programs statewide while overseeing six state division reports, including Adult Education, Basic Needs, Resettlement Services, Interpretive Services, Childcare Services, CNA Services, and Youth & Family Services.

- Manage public policy agenda; work closely with government affairs executives from the Board of Trustees, and the charity president on issues ranging from childcare to behavioral healthcare policy.
- Develop initiatives with division directors & statewide community organizations on strategies targeting poverty.
- Media advisor to the president of CCAB:
 - Facilitated better working relationships with media for increased coverage of programs.
 - Lead advisor on how programs and policy are viewed by public stakeholders.
- Identify new funding sources for adult education programs, youth & family services, immigration services and food security:
 - Worked with key legislators and nonprofit partners to increase the state budget by \$4M for food security funds for needy Massachusetts's residents.
 - Oversaw increase of \$1M+ dollars for Interpretive Services.
 - Worked with state legislators and community partners to pass legislation to secure \$45M bond bill for statewide childcare facilities.
 - Partnered with vocational school advocates to increase funding for vocational schools.
- Secured a new four-year contract in excess of \$6.5M to fund CCAB's education programs with the Massachusetts Department of Elementary & Secondary Education.
- Partnered with Boston College and public officials from Mexico to establish best practices to improve relations between public safety and citizens:
 - Collaboration was sponsored by United States Agency for International Development (USAID).
- Led yearlong effort to find, renovate, and create new full-service facility in the South Shore of Boston.
- Collaborated with senate president and community organizers to pass minimum wage increase across state.

HARVEST/SUN MASS, Hyde Park, MA

March 2019-Present

Strategic Advisor

Serve as advisor for humanitarian and public affairs.

- Workforce development, training, social determinants of health, and community relations

COMMUNITY OMBUDSMAN OVERSIGHT PANEL, Boston, MA

Feb 2015 to 2019

Appointed by the mayor, the panel is an independent group of three civilians with expertise in law & criminal justice.

CO-OP Mayoral Appointment – Panel Member

Review appeals made with Boston Police Department (BPD) over internal investigations cases, including cases in which the findings are not sustained, the defendant is exonerated, claims are considered unfounded, or person filing appeal feels they did not receive fair treatment.

- Panel ensures the process is fair, thorough, and complete – even when no appeal has been made.
- Review cases involving citizen complaints regarding potential police misconduct.
- Conduct random reviews of cases that don't have complaints against them.
- Recommended police reform as well as recommendations and judgements on random and appealed cases.
- Submit annual report to the Mayor of Boston and the BPD.
- Serve as a member on the Social Justice Task Force.

MAYOR'S CABINET, CITY OF BOSTON, Boston, MA

Sept 2004 to Sept 2010

Cabinet Chief of Human Services

Oversaw strategic planning for the Human Services Cabinet; developed policy and structure for mayoral initiatives.

- Advised team on matters related to youth violence prevention, media policy, youth services & criminal justice.
- Met with political/urban leaders and local constituencies on state and city legislation & community relations.
- Co-created Partnerships Advancing Communities Together (PACT), an intergovernmental, anti-violence, family strengthening initiative involving city, state, and non-government organizations:
 - Received a \$5M dollar federal government grant for the PACT initiative.
- Partnered with Entertainment Software Association to create/launch media campaigns to help parents better understand the ratings system for video games.
- Appointed Advisor to the Mayor's Steering committee on video games.
- Expanded summer programming for Boston youth through a variety of efforts including Boston Recreational Opportunities for City Kids (Boston ROCKS) that served up to 40K youth.
- Led efforts to stop the sales of violent video games to minors (Bill 1423).
- Led a public/private coalition, between City of Boston and Massachusetts Coalition Action Network that resulted in legislation to fund an \$11M Shannon Grant directed at statewide youth violence prevention.
- Countered the "Stop Snitching" intimidation tactics used against witnesses; enlisting the media, district courts, small business owners, civic and religious leaders to promote cooperation with public safety officials.
- Created/executed B-SMART, a joint government/community initiative to stabilize communities & reduce crime:
 - Program adopted by BPD as part of its Neighborhood Response Team.
- Created Mayor's Crime Council, an intra-agency taskforce and multifaceted model for fighting crime.

Key Positions and Appointments

As Senior Administrator, led multiple Human Services organizations and managed \$30M budget with 2000+ employees.

- Served as department supervisor of Boston Centers for Youth & Families, Elderly Affairs, Shelters Commission, Civil Rights Commission, Women's Commission, The Boston Youth Fund, New Bostonians, Mayor's Youth Council, and Veteran's Affairs.

- Member of Boston Foundation's CORI Reform Task Force and Mass. Juvenile Detention Reform Task Force.
- Served as delegate for Boston Urban Leaders' trip to Haifa, Israel; and representative to the White House Office of Faith-based Initiatives.

GORDON COLLEGE, Boston, MA

Sept 2003 to May 2010

Professor of Urban Studies – Boston Urban Semester Program

Conducted Introduction to Urban Studies, a course that examined topics pertinent to metropolitan regions of the US focusing on the power of language, culture, ideology, information & worldviews and their influence on social outcomes.

- Recipient of the Academic Service Award, 2009.

FEDERATED DORCHESTER NEIGHBORHOOD HOUSES, INC, Dorchester, MA

Jul 2001 to Sept 2004

Senior Manager and Director of the Log School

Provided educational programs and social services to strengthen communities in response to changing needs.

- Founded numerous programs that had long-term positive impact on neighborhoods, including:
 - o Safe City, a program designed to support youth development and education; secured funding.
 - o Community Links, a neighborhood initiative that connects residents to city agencies.
 - o Radio LOG, the first nationally recognized all girls radio station (now "GLRZ Radio") to provide an alternative to the misogynistic and violent messages prevalent in mainstream media.

THE ELLA J. BAKER HOUSE, Dorchester, MA

May 1998 to Feb 2001

Field Director

Conducted hands on leadership in partnering at-risk youth and their families with community-based businesses and organizations, neighborhood facilities, and city and state agencies.

- Provided media advocacy for programs that reduced violence in neighborhoods and fostered goodwill and cooperation between communities with both the city and state governments.
- Served as liaison with the Cape Verdean and Haitian consulates.

Education

MA, Public Policy, Concentration: Cultural Policy & Media Studies – Regent University, Virginia Beach, VA – 1998

Bachelor of Arts, Political Science – Regent University, Virginia Beach, VA – 1994

Nominated Regent University Alumnus of the Year – 2010

Certifications

Harvard Mediation Program, State Certification – Harvard Negotiation Institute, Cambridge, MA – 2017

Professional Affiliations

Executive Overseer Board Member – Beth Israel Deaconess Medical Center, Boston, MA – Sept. 2010 to Present

Member – Harvard Mediation Program/Harvard Law School, Cambridge, MA – Feb 2017 to Present

Board Member – Massachusetts Service Alliance, Boston, MA – August 2019 to Present

Panel Member – Community Ombudsman Oversight Panel/City of Boston, Boston, MA – Feb 2015 to Nov 2019

Board Member – Tenacity, Boston, MA – Sept. 2013 to Dec. 2018

Member – Commonwealth Summit, Boston, MA – Jan 2014 to Jan 2018

Advisory Board Member – GRLZ Radio, Boston, MA – Aug 2003 to May 2010

Media Advocacy

Radio: National Public Radio, British Broadcasting Company, Canadian Public Radio, and WBUR

Television: ABC News, Urban Update, BNN

Print: Commonwealth Magazine, Boston Globe, Christian Science Monitor, New York Times, LA Times, Bay State Banner, Dorchester Reporter, Boston Herald, Guardian, and National Enquirer

Volunteer Work

Mayor Martin J. Walsh Transition Team

Senior Campaign Advisor to Rep. Evandro Carvalho

Spearheaded advisory committee on youth violence for gubernatorial candidate Martha Coakley

PROFESSIONAL EXPERIENCE

The Bingham Group, LLC, Austin, TX

Founder and CEO, April 2017 – Present

- Represent and advise clients on municipal, legislative, and regulatory matters throughout Texas.
- Responsible for daily firm operations (marketing, financial reporting and recordkeeping, strategy, etc.)

Real Estate Council of Austin, Austin, TX

Director of Government Affairs, December 2015 – April 2017

- Advised and directed advocacy efforts at the City of Austin and the Texas Legislature.

Strategic Partnerships, Inc. Austin, TX

Consultant, June 2014 – December 2015

- Developed procurement opportunities with state and local government agencies throughout Texas.

McWilliams Governmental Affairs Consultants, Austin, TX

Legislative Director, June 2010 – June 2014

- Represented clients on a range of state and local policy matters during the 82nd and 83rd Texas Legislative Sessions.

OTHER EXPERIENCE

Rice University MBA, Austin, TX

Adjunct Professor (Business-Government Relations (MGMT 561)), May 2019 – Present

Concordia University MBA, Austin, TX

Adjunct Professor (MBA 5220 Business, Society and Public Policy), May 2015 – August 2015

City of Austin Urban Transportation Commission, Austin, TX

Commissioner, July 2015 – December 2015

- Council member appointed advisory commission on ground transportation, major events, and mobility issues.

City of Austin Downtown Commission, Austin, TX

Commissioner, July 2015 – December 2015

- Advised the city council and city staff regarding policies and projects impacting downtown Austin.

EDUCATION

Wake Forest University, *B.A. Political Science*, Winston-Salem, NC, December 2004

Washburn University School of Law, *Juris Doctor*, Topeka, KS, May 2008

AWARDS/RECOGNITION

- Named a Rising Star in *Capitol Inside's Texas Lobby Power Rankings*, 2015
- Greater Austin Black Chamber of Commerce, Ambassador of the Year, 2014
- Austin Under 40 Awards, Finalist, Government & Public Affairs, 2013

COMMUNITY

- Leadership Austin Emerge, Graduate (2012)
- Trail of Lights Foundation, Board member (2014 to Present)
- Long Center for the Performing Arts, Trustee (2015 to Present, Chair - Government Relations Task Force (2019)
- Young Men's Business League of Austin, Board member (2011 to Present), President (2019), Past President (2020)



Mark J. Ehlers

Managing Director, Business Intelligence and Investigations
Philadelphia City Lead, Duff & Phelps

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T +1 215.568.8305

2000 Market Street
Suite 2700
Philadelphia, PA 19103

EDUCATION & CERTIFICATIONS

- J.D., George Washington University, with Honors
- B.A., *magna cum laude*, Wittenberg University

AWARDS & RECOGNITION

- Department of Justice Special Achievement Awards (1992, 1993, 1995)
- DEA Special Recognition Awards (2000, 2002)
- FBI Special Recognition Awards (2003, 2006)
- IRS Special Recognition and Exceptional Service Awards (2006)
- Letter of Commendation from FBI Director Robert S. Mueller, III (July 20, 2006)

Mark Ehlers is the Philadelphia City Lead for Duff & Phelps and a Managing Director in the Business Intelligence and Investigations practice at Kroll. He manages the full range of firm services, including fraud investigations, educational and sensitive internal investigations, litigation support, due diligence investigations, and corporate ethics and compliance monitoring. An expert on sensitive and high-risk internal investigations for corporations, educational institutions, government agencies and non-profits, Mark has more than 30 years of combined legal, financial, and investigative experience in the public and private sectors, working on matters including corporate fraud, discrimination and harassment in the workplace, security and sexual violence on campuses, economic crimes, and alleged ethical violations.

Mark has led many of Kroll's highest-profile investigations, including sensitive sexual misconduct cases, investigations of the use of force by law-enforcement (including by campus police), high-risk internal fraud, and confidential information leak matters. He has been responsible for recovering tens of millions of dollars for corporate clients, helped non-profits ensure that they are complying with the law and internal ethical obligations, and helped educational institutions understand the risks they face. Mark's clients appreciate his thorough, independent, evidence-driven approach.

Prior to joining Kroll, Mark served for 18 years as an Assistant United States Attorney, first in the District of Columbia, where he was part of a select group of prosecutors in the homicide and sex offense units, and later in the Eastern District of Pennsylvania, where he investigated and prosecuted a wide range of criminal offenses, including narcotics trafficking, racketeering (RICO), money laundering, corporate fraud, identity theft, tax violations, and numerous other economic and violent crimes. For eight years, Mark was part of the Organized Crime Strike Force in Philadelphia, where he oversaw the investigation and prosecution of affiliates of Russian, Asian, and Italian criminal organizations. Prior to that, Mark was a private attorney in Washington, D.C., where he handled cases involving commercial, antitrust, trademark infringement, securities fraud, and environmental disputes.

PROFESSIONAL EXPERIENCE

Educational Investigations

Mark has conducted and/or overseen over 75 Title IX-related investigations of alleged sexual harassment, sexual assault, and stalking incidents at public and private universities, liberal arts colleges, and private K-12 schools throughout the eastern and midwestern United States. He has also conducted policy and procedure reviews, consulted with schools on how they handled sensitive investigations, and conducted compliance, climate and culture reviews of academic departments.

continued ⓘ

Mark J. Ehlers

Managing Director, Business Intelligence and Investigations
Philadelphia City Lead, Duff & Phelps

Corporate Internal Investigations

Mark has managed and conducted countless internal investigations for corporations, governments, universities and non-profit organizations, investigating legal and ethical violations, financial improprieties, thefts of company assets, damage to company property, workplace misconduct and complex financial fraud.

Public Sector Investigations and Reviews

Mark has conducted and managed independent reviews of public sector clients, including state and local police departments, regulatory agencies and public universities. In recent years, Mark investigated the University of Cincinnati Police Department following the shooting of an unarmed motorist in July 2015; reviewed admissions practices at the University of Texas at Austin following allegations of undue influence in the admissions process in 2014; and reviewed the North Carolina Highway Patrol's hiring and selection process, ethical training and supervisory training protocols following media reports of trooper misconduct in 2008. Kroll's findings and recommendations in each of these investigations were made public.

Workplace Investigations

Mark has conducted numerous investigations involving allegations of discrimination and harassment in the workplace. He also has lectured on how to properly investigate claims alleging discrimination and a hostile work environment. Additionally, Mark has investigated death threats against company executives and bomb threats against company facilities, and has conducted risk assessments for workplace violence and crisis management situations.

PUBLICATIONS

"Admissions Scandal Investigation is a Wake-Up Call to All Institutions," *University Business*, <https://universitybusiness.com/admissions-scandal-investigation-is-a-wake-up-call-to-all-institutions/> (April 2, 2019).

"University-Based Internal Investigations: 12 Basic Principles," <http://www.kroll.com/en-us/intelligence-center/blog/university-internal-investigations> (Kroll Blog, December 14, 2015).

"Keeping Up with the Clery Act: Staying Ahead of Campus Security and Safety," <http://blog.kroll.com/2014/keeping-clery-act/> (Kroll Blog, November 3, 2014).

"The Chief Compliance Officer: The Need for Authority and Independence," *The Philadelphia Monitor* (Kroll-Philadelphia Newsletter, Summer 2009).

"The Marc Rich Case: Extension of Grand Jury Subpoena Power to Non-Resident Alien Corporations," 18 *Geo. Wash. J. Int'l & Econ.* 97 (1984).

SAMPLE REPORTS

ATTACHMENT

UCPD Personnel Interviewed

August 3, 2015: Kroll Interviewers Mark Ehlers, Dave Mitchell and Rick Brown (In-person)

1. Jason Goodrich, Chief of Police
2. Lieutenant Colonel Jim Whalen, Assistant Chief, Cincinnati Police Department
3. Michele Ralston, Public Information Officer
4. Captain Jeff Thompson, Field Operations
5. Captain Rodney Chatman, Professional Responsibility

August 4, 2015: Kroll Interviewers Mark Ehlers, Dave Mitchell and Rick Brown (In-person)

1. Captain Dudley Smith, Support Services
2. Lieutenant Chris Elliott, Research & Planning, Internal Affairs, Background Investigations
3. Sergeant Eric Weibel, Supervisor, Second Watch, B Squad

August 5, 2015: Kroll Interviewers Mark Ehlers, Dave Mitchell and Rick Brown (In-person)

1. Officer David Lindenschmidt, Patrol
2. Officer Philip Kidd, Patrol
3. Detective Robert Doherty, Investigator
4. Officer Derek Noland, Patrol
5. Officer Jeffrey Van Pelt, Patrol

August 6, 2015: Kroll Interviewers Mark Ehlers and Rick Brown (In-person)

1. Officer Doug Barge, Former Union President
2. Nicole Smith, Clery Specialist and former UCPD Dispatcher
3. Officer Clifford Maxwell, Patrol Officer
4. Officer Eric Frey, Patrol Officer

August 20, 2015: Kroll Interviewers Mark Ehlers and Rick Brown (Telephonically)

1. Lieutenant Colonel Jeff Corcoran, Assistant Chief of Police
2. (Former) Officer-in-Training Kia Williams (no longer with UCPD)
3. Sergeant Eric Weibel, Supervisor (supplemental interview)
4. Officer Brian Limke, Patrol

Documents and Evidence Reviewed

1. UCPD Standard Operating Procedures Manual
2. UCPD Rules of Conduct
3. UCPD Information Report, dated July 21, 2015
4. Officer Raymond Tensing Central HR File
5. Officer Raymond Tensing Education and Certificates received
6. UCPD Offer Letter to Raymond Tensing
7. Officer David Lindenschmidt Personnel File
8. Officer David Lindenschmidt Guardian Tracking Report
9. Officer David Lindenschmidt FTO (Field Training Officer) records
10. Officer David Lindenschmidt FTO-1 records
11. Officer David Lindenschmidt FTO-2 records
12. Officer David Lindenschmidt Training and Education
13. Photograph of Officer David Lindenschmidt
14. UCPD Organizational Chart
15. UCPD-OIS Body Camera Video, Officer Raymond Tensing, July 19, 2015
16. UCPD-OIS Body Camera Video, Officer Philip Kidd, July 19, 2015
17. UCPD-OIS Body Camera Video, Officer David Lindenschmidt, July 19, 2015
18. UCPD-OIS Body Camera Video, Sergeant Eric Weibel, July 19, 2015
19. UCPD-OIS Body Camera Video, Officer Cliff Maxwell, July 19, 2015
20. UCPD-OIS Body Camera Video, Officer Derek Noland, July 19, 2015
21. UCPD-OIS Body Camera Video, Officer Jeffrey Van Pelt, July 19, 2015
22. UCPD-OIS Body Camera Video, Officer Brian Limke, July 19, 2015
23. Compact Disk (CD) Containing Audio-recorded interviews of UCPD Officers Raymond Tensing, David Lindenschmidt, and Philip Kidd by CPD-CIS, July 21, 2015
24. Transcribed Audio –recorded interviews of UCPD Officers Raymond Tensing, David Lindenschmidt and Philip Kidd by CPD-CIS, July 21, 2015
25. Mobile Data Computer Report, Officer Tensing, July 19, 2015
26. Computer Aided Dispatch (CAD) Report, Officer Tensing, July 19, 2015
27. Collective Bargaining Agreement (CBA) between the University of Cincinnati Law Enforcement Officers and the Fraternal Order of Police, Ohio Labor Council, July 1, 2014
28. Copy of UCPD Official Personnel Record for Officer Philip W. Kidd
29. UCPD Public Safety Beat Structure
30. CD Containing Audio of Radio Dispatch Recording of Shots Fired, July 19, 2015
31. CD provided by CPD-CIS containing the following information:
 - A. Honda Accord processing photos, July 2015.
 - B. Photos of Officer Tensing at UC Hospital, July 19, 2015

- C. Photos of Officer Tensing at CPD-CIS, July 21, 2015
 - D. Photos of Officer Tensing's Gun Belt, Uniform, and Service Weapon, July 19, 2015
 - E. Photos of Incident Scene, July 19, 2015.
 - F. Affidavit and Completed Search Warrant Return, 1998 Honda Accord, July 21, 2015
 - G. Audio Recording of Interview of CPD Sergeant Nate Asbury, July 20, 2015
 - H. CPD PI Diagram (Crime Scene Sketch), July 19, 2015
- 32. Copy of Indictment, Hamilton County Court of Common Pleas, Case Number B1503961, July 29, 2015
 - 33. Regional Crime Information Center (RCIC) report – person (Dashonda Reid)
 - 34. Memorandum of Understanding (“MOU”) - University of Cincinnati and City of Cincinnati, January 28, 2010
 - 35. CAD Report verifying Officer Tensing as Patrol Unit UC/9233
 - 36. RCIC report – person (Samuel Dubose)
 - 37. RCIC report – BMV (Samuel Dubose)
 - 38. MOU - Hamilton County and UCPD (undated and unsigned)
 - 39. FTO, Standard Evaluation Guides
 - 40. FTO Report for Officer Raymond Tensing, July 5, 2014
 - 41. Ohio Peace Officer's Training Curriculum BAS-023 Effective 11-1-08
 - 42. UC Institute of Crime Science, UCPD Traffic Stop Summary, July 31, 2015
 - 43. UCPD Officer Count, 2010-2015
 - 44. UC Institute of Crime Science, 2014 Campus Crime Report, May 14, 2015
 - 45. UC Campus Maps
 - 46. CAGIS Online Maps – City of Cincinnati

December 21, 2015

VIA ELECTRONIC MAIL

Mayor Martin J. Walsh
1 City Hall Square, Suite 500
Boston, MA 02201 - 2013

Dear Mayor Walsh,

Upon our appointment this past spring, your administration challenged us to assess the CO-OP's effectiveness as a civilian oversight mechanism and, if needed, to make recommendations for its improvement. Since that time, we have solicited input from criminal justice experts, practitioners, clergy, and other key stakeholders. Our outreach efforts also included going out into the community to gauge public sentiment about the police department generally and citizen complaint investigations specifically. Not surprisingly, we found that the City of Boston is not immune to the long-simmering frustration and mistrust of police highlighted by recent tragic events across the country. It became clear to us that the existing oversight model, alone, is incapable of enhancing community confidence in the internal affairs process. We believe that the need to expand the community's role in the citizen complaint process has never been more acute.

With that in mind, we evaluated national police review and accountability systems, best practices, and emerging trends. We debated thoughtfully, and oftentimes passionately, about how best to tailor those models to the City of Boston. The resulting recommendations represent what we believe is an appropriately measured first step. We do not anticipate nor do we advocate for the proposed model to be the final stop on this journey. Rather, our hope is that this is the start of a process aimed towards achieving a system of police accountability and transparency that best serves the City of Boston.

We thank you for inviting us to conduct this review and welcome the opportunity to speak with you in detail about our recommendations.

Respectfully submitted,



Judge Regina Quinlan (Ret.)

J. Larry Mayes

Natashia Tidwell, Esq.

cc: Daniel Koh, Chief of Staff, Office of the Mayor
William Evans, Police Commissioner
Eugene O'Flaherty, Corporation Counsel

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Acknowledgments

Our efforts were aided considerably by the support of several representatives of Boston's faith community, civil rights advocates, and other key stakeholders. We also benefited greatly from training and materials provided by the National Association of Civilian Oversight of Law Enforcement (NACOLE). We owe a tremendous debt of gratitude to Northeastern University's Institute on Race and Justice (IRJ), which undertook a similar yet far more comprehensive review in 2003. The resulting report, released in 2005, provided us with a solid foundation from which to build. We wish to thank IRJ's director, Jack McDevitt, and Brian Corr, Executive Secretary of the Cambridge Police Review & Advisory Board, for their time and insightful commentary. Zachary Eckert provided invaluable research assistance for this project.

Executive Summary

This memorandum offers our review of the City of Boston's oversight model and recommendations for the expansion of the community's role in the city's system of police accountability. While Boston is one of several major cities undergoing such an evaluation, it has a unique opportunity to implement meaningful changes without federal intervention and in the absence of a major incident. Unfortunately, for many jurisdictions, reform has come in the wake of tragedy. We commend Mayor Walsh for having the foresight to undertake this effort at an unprecedented time for policing in the United States.

Late last year, President Obama convened the Task Force on 21st Century Policing, a collection of police executives, academics, community leaders, and legal practitioners tasked with drafting a specific set of recommendations for "building trust and nurturing legitimacy on both sides of the police-citizen divide."¹ In its final report, the Task Force recognized the importance of civilian oversight to the fostering of trusting relationships. While stopping short of recommending a one-size-fits-all approach, the Task Force urged police departments to adopt procedural justice as a guiding principle when defining the appropriate form and structure of their oversight mechanisms.² As applied to citizen complaints, research indicates that a complainant is more likely to accept an outcome, even one that results in an adverse finding, if he or she believes that the process was procedurally just.³

Although the CO-OP's review of internal affairs investigations for fairness and thoroughness offers some measure of legitimacy, the number and type of cases referred falls far short of a representative sample. Further, the appeal structure renders the CO-OP ineffective in addressing and remediating those factors that tend most to erode trust in the process. Specifically, the existing structure denies the community a contemporaneous voice in the complaint resolution process, one that ensures investigations are conducted in a timely and procedurally just manner.

As described in further detail below, we offer two recommendations: 1) the establishment of a community-based office of citizen complaint intake and resolution; and 2) an increase in the number and nature of internal affairs and use of force investigations eligible for CO-OP review. We believe that these improvements, coupled with the implementation of the proposed Complaint Mediation Program, represent significant first steps towards restoring the community's trust in the police department's internal affairs process.

¹ See President's Task Force on 21st Century Policing, *Final Report of President's Task Force on 21st Century Policing*, 9 (2015)

² See *id.* at 26.

³ See *id.* at 9-11.

The History & Evolution of the Existing Oversight Model

In the early 1990's, Mayor Raymond L. Flynn convened a special committee, led by attorney James D. St. Clair, to review management and supervisory practices within the Boston Police Department in the wake of the Charles Stuart scandal. The St. Clair Committee's comprehensive review of the Internal Affairs Division (IAD) revealed "a wide range of problems,"⁴ including significant and unnecessary investigatory delays and a process that was "unfairly skewed" against complainants.⁵ As a result, the police department had lost the public's confidence in its ability to conduct investigations and hold individual officers accountable for misconduct. Among several key recommendations for regaining the public trust, the St. Clair Committee urged the City of Boston to create a model for community involvement in the complaint investigation process.⁶ Specifically, the St. Clair Committee recommended the establishment of a limited Community Appeals Board, comprised of police officers and community members, to ensure that IAD investigations were conducted in a thorough and timely manner.⁷

Since that time, competing models of civilian oversight and review have been proposed or implemented in Boston. In 2003, Police Commissioner Kathleen O'Toole partnered with Northeastern University's Institute on Race and Justice (IRJ) to assess the police department's existing complaint investigation process and to review national best practices for civilian oversight. In addition to providing a detailed history of the roots and evolution of civilian oversight in the United States, IRJ identified eight (8) U.S. cities that had adopted some form of community participation in the internal affairs process.⁸ IRJ then conducted an in-depth review of each jurisdiction through site visits, focus groups, and interviews with police officers and key community stakeholders. In its analysis of existing Boston Police department practices, IRJ developed a survey for citizens and officers who had utilized the complaint investigation process in recent years and solicited community input on both the citizen complaint and use of force review processes.⁹

In its 2005 report, IRJ noted both the strengths of the existing complaint investigation and use of force review systems and their significant challenges. It observed that among the chief

⁴ See James D. St. Clair et al, *Report of the Boston Police Department Management Review Committee* ("St. Clair Report"), January 14, 1992 at 99.

⁵ St. Clair Report at 128.

⁶ See St. Clair Report at 132. "Unfortunately, our review of IAD cases and our discussions with both police officers and community members convince us that [review by the Department's Legal Advisor] is insufficient to ensure fairness and completeness in resolving citizen complaints. Only by bringing community members into the process can IAD hope to regain credibility and restore the public's confidence that the Boston Police can be trusted to investigate themselves." *Id.*

⁷ See St. Clair Report at 131.

⁸ See Northeastern University Institute on Race and Justice, *Enhancing Citizen Participation in the Review of Complaints and Use of Force in the Boston Police Department* ("IRJ Report"), December 2005. The IRJ report includes a case study for each reviewed agency.

⁹ Prior to the release of IRJ's report, Commissioner O'Toole convened a committee, led by former United States Attorney Donald K. Stern, to review the police department's actions leading up to and immediately following the death of Victoria Snelgrove. Ms. Snelgrove, a 23-year old college student, died after being hit with a projectile fired from a BPD-issued FN303 less-lethal device outside Fenway Park in October 2004. The Stern Commission recommended that the police department establish a police-civilian board to review uses of force resulting in injury. Based on the Stern Commission's report, IRJ expanded the scope of its review to include an assessment of the need for external oversight of use of force investigations.

concerns raised by community members and focus group participants were the community's limited role in police oversight, a lack of transparency in the IAD process, and significant delays in completing investigations which led to the perception that complaints "disappeared into a black hole."¹⁰ IRJ issued three recommendations for improving the existing complaint resolution process: 1) establishment of a complaint mediation program; 2) increased community access to IAD including improvements to IAD's communications with complainants; and 3) expanded community involvement in police oversight.¹¹

IRJ's recommended approach to civilian oversight included the appointment of a Professional Ombudsperson to review all IAD and use of force investigations resulting in a finding of Not Sustained. Additionally, IRJ recommended that the Ombudsperson be empowered to designate for review all such cases rising above "a designated threshold of severity" to a panel comprised of community members and police personnel.¹² Two years later, Mayor Thomas M. Menino established the Community Ombudsman Oversight Panel (CO-OP), Boston's longest standing model of civilian oversight. While the CO-OP provides a mechanism for ensuring fairness and thoroughness in the IAD process, it lacks many of the components the IRJ identified as critical to restoring community confidence in the complaint investigation process.

First, the scope of cases referred to the CO-OP falls far short of IRJ's recommendation for the Professional Ombudsperson. Since 2011, the CO-OP has reviewed less than 20% of internal affairs investigations resulting in a finding of Not Sustained, Exonerated, or Unfounded - considerably less than IRJ's recommendation that all such matters be subject to review by the Professional Ombudsperson. Further, despite IRJ's recommendation that the Professional Ombudsperson be empowered to conduct a random review of sustained complaints, the CO-OP lacks the authority to review such cases. Finally, while the 2007 Executive Order provides that the CO-OP has the authority to review cases involving allegations of serious misconduct and justified use of force, the police department maintains sole discretionary authority in identifying matters for referral.¹³ To date, zero cases have been referred to the CO-OP under this provision.

Structurally, the CO-OP is ill-equipped to address two main criticisms of the IAD process, first identified by the St. Clair Commission, that still persist today: 1) delays in the investigatory process; and 2) perceived bias against complainants. One year after the CO-OP was established, the City commissioned the Harvard Kennedy School Program in Criminal Justice Policy and Management to study and investigate the low rate of citizen appeals to the CO-OP. At the time, only seven (7) of an eligible 116 complaint investigations had been appealed. Researchers formulated and undertook a 3-month mail and phone survey of eligible complainants, receiving responses from approximately 25%.¹⁴ When asked why they didn't appeal, two-thirds of the

¹⁰ See IRJ Report at 10.

¹¹ See IRJ Report at 12-13.

¹² See IRJ report at 14-15.

¹³ See Mayor Thomas M. Menino, *Executive Order Establishing a Community Ombudsman Oversight Panel and Complaint Mediation Program*, Article VI.A (March 2007).

¹⁴ See Harvard Kennedy School Program in Criminal Justice Policy and Management, *"An Assessment of the Community Ombudsman Oversight Panel*, ii. (April 2009).

respondents stated that their complaint was not investigated in a timely manner.¹⁵ It stands to reason that protracted and unexplained delays in completing an investigation would impact a complainant's willingness to file an appeal.

As detailed in numerous CO-OP annual reports, the issue of timeliness continues to plague internal affairs investigations. In soliciting community input for this report, we found timeliness to be the most complained-of aspect of the internal investigation process. A review of matters referred to the CO-OP since 2011 reveals that most appeals resulted from investigations spanning more than two years. In some instances, cases referred to the CO-OP via the random audit process lingered in IAD for up to four (4) years. While many of these delays were attributable to extenuating circumstances, some were merely the result of administrative logjams in the police department's chain of review structure. Because the appeal process is, by its nature, a post-investigatory review, the CO-OP has no contemporaneous role in complaint investigations. As such, there is no one outside the police department in a position to advocate on behalf of complainants seeking timely completion of investigations and better communication from IAD about the status of a complaint.

The police department must also confront the community's perception of bias in the internal investigation process. While the St. Clair Committee found actual and systemic issues of unfairness in complaint investigations, the police department has undertaken tremendous effort to eliminate those practices that tend to foster bias. Data collection methods and interview techniques have improved dramatically in the last 20 years. However, in the sampling of cases the CO-OP has reviewed since 2011, roughly 25% were deemed not fair, not thorough, or both. This number does not include so-called "he-said/he-said" matters, cases that typically result in "Not Sustained" findings despite the existence of circumstantial evidence that tends to support the complainant's version of events. Such findings, while technically "fair," lend credence to the community's belief that the scales are tipped in favor of the police.

Despite these structural and procedural shortcomings, the CO-OP has established and maintained a strong working relationship with the police department. The police department has adopted and instituted several of the CO-OP's recommendations for improvements to the internal affairs process and amendments/clarifications of departmental policies. On a number of occasions, IAD has reversed its findings based on the CO-OP's review of a complaint investigation. Community outreach, while sporadic, has also helped to legitimize the CO-OP's role in providing a measure of transparency to the internal affairs process. However, an external oversight model, no matter how strong, cannot repair the police department's fractured relationship with a sizable portion of its community. For that reason, we recommend that the City of Boston institute a community-based complaint resolution process.

¹⁵ Kennedy School Report at 15. Among the recommendations in the Kennedy School's report were increasing the CO-OP's outreach to potential appellants; clarifying the appeal process; streamlining the appeal process to make it less burdensome; and extending the deadline for filing appeals. Many of these have been adopted.

Recommendations

In addition to the reports cited within, we examined existing civilian oversight models in several jurisdictions, national best practices, and emerging trends. Ultimately, we determined that the City of Boston would best be served by an oversight model that keeps much of the existing Internal Affairs and CO-OP processes intact while adding a community-based civilian review component to complaint intake and resolution.

Establishment of City of Boston Community Office of Police Accountability (COPA)

We recommend that the City establish an independent community-based police complaint review body, the Community Office of Police Accountability (“COPA”). In its initial operating stages, the COPA should be headed by an **Executive Director** (“Director”), an attorney with significant related experience and a demonstrated history of working with individuals of diverse ethnic, cultural, and socioeconomic backgrounds. The Director will oversee the COPA’s budget and operations, supervise employees, liaison with the police department, and coordinate the activities of the COPA board members. We recommend that the Director have direct reporting authority to the Mayor.

The City should provide the Director with administrative support and sufficient budgetary flexibility to staff the COPA in a manner that ensures provision of services to the community in a timely and professional manner. Although hiring authority should rest with the Director, we recommend that the COPA staff include, at a minimum, the following: 1) an **Information Specialist** to enhance the COPA’s smart communication capabilities and to help streamline the complaint intake process between COPA and its various satellite intake centers; 2) an **Interpretive Services Specialist** to connect the COPA with Boston’s numerous diverse communities and ensure that language does not create a barrier to accessing COPA’s services; and 3) at least **seven (7) Complaint Analysts** with legal or similar training and experience to assist the Director in generating periodic public reports and to facilitate the process of communicating board decisions and inquiries to the police department. The City should also consider including a **Mediation Specialist** to coordinate and supervise the flow of COPA complaint investigations to the police department’s upcoming mediation program.

To maintain actual and perceived independence, the COPA must be located outside of the police department. The City should provide suitable office facilities for the Director and staff in a location convenient for the public. If the City determines that City Hall is the best location for the COPA, a process should be established that would permit complaints to be received in other city buildings such as libraries, youth centers, places of worship, etc.

Citizen Complaints: Filing, Intake, and Screening

Right now, an individual who wishes to lodge a complaint against a member of the Boston Police Department has one option. We recommend that, in addition to the existing methods for filing citizen complaints against BPD personnel, individuals be permitted to file complaints directly to the COPA, thereby creating two mechanisms for resolution of citizen complaints in Boston. The COPA will accept written complaints filed within 60 days of the alleged misconduct. However, the Director should maintain the discretion to extend the deadline for good cause. The COPA will distribute complaint forms in languages and formats accessible to

all citizens, educate the community on the importance of reporting complaints, and hold public meetings to hear general concerns about police services.

The Staff will conduct an initial screening of all citizen complaints received by the COPA and will classify the nature of the alleged misconduct. Subject to the Director's final approval, the Staff will recommend one of the following actions:

1. Dismissal – if the complaint is untimely, fails to allege misconduct, or is otherwise incapable of review.
2. Refer to Mediation – subject to the procedures detailed in the police department's complaint mediation program.
3. Screened Out – if the complaint alleges criminal conduct or misconduct by an employee of another agency.
4. Refer to Bureau of Professional Standards - the complaint warrants a full internal affairs investigation.

Investigation of Citizen Complaints

The COPA provides individuals with an alternate avenue for filing and resolving complaints against BPD personnel, but complaint investigations will continue to be handled by IAD. While a number of citizen complaint models we reviewed included an external investigation component, we recommend that the Bureau of Professional Standards (BPS) maintain jurisdiction over citizen complaint investigations. As part of our outreach efforts, we heard from many community members who advocated for the City to adopt a fully external investigation and review process with subpoena power vested in the external investigator. There exists, among many within the community, a deep and entrenched lack of trust in the police department and the internal affairs process. Although room for improvement exists,¹⁶ we believe that BPS does an admirable job of investigating citizen complaints given the volume of complaints it receives and the difficulties it faces in maintaining adequate staffing levels. As such, we adopt the position of the IRJ and recommend that IAD continue to investigate all citizen complaints regardless of source. However, we encourage the City to empower the Director, in consultation with the Mayor, to engage the services of an independent investigator in cases of significant magnitude.

While delays in completion of investigations remains a concern, we believe that removing investigatory authority from the police department is not the solution to the timeliness problem. After giving the questions of external investigations and subpoena power our full consideration, we ultimately share the IRJ's view that the drawbacks of vesting subpoena power in an external agency outweigh its potential benefits.¹⁷ We believe that the addition of a civilian review component to the existing complaint resolution process will be an important first step in restoring the community's trust in the police department. But it is only one step. Its ability to achieve its stated goals will depend on substantial cooperation from the police department to include a

¹⁶ Since 2011, roughly 25% of the internal affairs investigations referred to the CO-OP were found to be not fair, not thorough, or both. See 2014 CO-OP Annual Report.

¹⁷ The IRJ cited the potential for subpoena power to "make[] a difficult situation worse by setting up an adversarial process from the outset." See IRJ Report at 18. These concerns were echoed by other communities. During our review, we found that even amongst those boards authorized to subpoena witnesses and documents from the police department, the power is rarely used.

commitment to maintaining adequate staffing levels in IAD and the institution of and adherence to benchmarks for timely completion of investigations.

Resolution of Complaints

We recommend that the City establish a Police Review Board and appoint at least seven (7) but no more than eleven (11) members (“Board Members”), working under the auspices of the COPA, to review and resolve COPA complaints. The Board Members will only participate in the resolution of complaints filed with the COPA. Complaints filed with the police department will continue to be resolved by BPS unless the City determines that it is in the community’s best interest for the Police Review Board to consider and make recommendations on a particular matter. Board Members will be appointed by the Mayor in consultation with a cross-section of community stakeholders. The selection criteria for Board Members should include a record of community involvement, the passing of a criminal background check performed by an agency other than the Boston Police Department, and absence of any real or perceived conflict of interest. Board Members should be appointed to staggered multiple-year terms.¹⁸ Upon appointment, Board Members will undergo training formulated by the Mayor, the COPA Director, and the Police Commissioner’s designee(s).

Upon completion of an investigation of a COPA complaint, BPS will notify the Director and forward the entire investigatory file, including reports, transcripts, and recorded interviews to the COPA. To prevent undue influence on the Board Members’ decision-making process, BPS will not reveal its recommended finding to COPA nor will BPS notify the complainant or the subject officer of its recommended finding. The Director will notify the Board of the completed investigation and deliberation on the matter will be put on the agenda for the next COPA meeting. The Board Members will be notified at least fourteen (14) days in advance and will have the opportunity to review the case file prior to the full meeting. The complainant will also be notified of the investigation’s conclusion and will be given an opportunity to address the Board Members at the full meeting. The complainant need not address the Board nor be present at the full meeting in order for the Board to vote on the complaint’s resolution.

The COPA will hold public meetings each month. While the Director has sole responsibility for setting the agenda, each meeting will include an opportunity for public comment on issues relating to the police department. At the conclusion of the public portion of each meeting, the Board will retire to Executive Session. In Executive Session, a representative of BPS will present the facts of each investigation to the Board and respond to questions. The Board will deliberate and make one of the following findings:

1. Sustained – the investigation proves, by a preponderance of the evidence, that the complained of action did occur.
2. Not Sustained – the investigation cannot establish, by a preponderance of the evidence, that the complained of action occurred.
3. Exonerated – the investigation established that the complained of action did occur, but said action was reasonable, legal, and proper.

¹⁸ We debated the issue of whether Board Members should be paid or unpaid. In most of the jurisdictions we surveyed, service is voluntary. The sole exception, Denver, pays its Community Oversight Board members \$1200 per year along with reimbursement for reasonable expenses incurred from their work for the board. Ultimately, we decided that the compensation question was best left to the Mayor.

4. Unfounded – the investigation established, by clear and convincing evidence, that the complained of action did not occur.
5. Information Inquiry – additional information or investigatory steps are needed.

The Board, with assistance of Staff, will submit its recommended finding, in writing, to the head of BPS. If the Board's recommended finding differs from the BPS recommendation, the matter will be forwarded to the Police Commissioner for final determination. Once a final decision is reached, the COPA will notify the complainant via certified mail. BPS will notify the subject officer. Because the resolution process includes community review, we do not recommend a right of appeal for citizen complaints filed with the COPA.

Civilian Oversight

As detailed above, the COPA provides an alternate track for resolution of citizen complaints against BPD personnel. For those complaints filed with the police department rather than the COPA, we recommend that the CO-OP continue to accept appeals of complaint investigations resulting in findings of Not Sustained, Exonerated, or Unfounded. The CO-OP will continue to review these investigations for fairness and thoroughness. Despite the recent downturn in the number of complaints filed, we believe that a decline in the number of complaints is hardly indicative of citizen satisfaction. In fact, it can mean quite the opposite. As such, rigorous external oversight of completed investigations remains critically important.

In addition to those matters referred to the CO-OP via direct appeal, we recommend an increase in the number of cases referred through the random audit process. Currently, one in every ten complaint investigation resulting in a finding of Not Sustained, Exonerated, or Unfounded, where the complainant does not exercise his/her right to appeal, is referred to the CO-OP (10%). We recommend that the City expand that to two out of every ten investigations (20%). Finally, we recommend the random selection of one out of every ten internal affairs investigation resulting in a Sustained finding for referral to the CO-OP for review (10%).

Use of Force Investigations

Although BPS has reported a decline in the number of Use of Force complaints in recent years, cases involving force, particularly force resulting in death or serious bodily injury, remain the most controversial and most in need of transparency and community input. As previously discussed, the 2007 Executive Order designates to the CO-OP the authority to review all not-sustained, exonerated, unfounded use of force and serious misconduct cases but vests the police department with the authority to identify those cases for referral. We recommend that these cases become eligible for referral to the CO-OP via the random audit process.



**CITY OF AUSTIN
PURCHASING OFFICE
LOBBYIST ACKNOWLEDGEMENT FORM**

Solicitation Number: RFQS 4400 EAD4006

I A.J. Bingham (name) hereby acknowledge my dual role as a lobbyist and as a subcontractor on solicitation No. RFQS 4400 EAD4006 ("Solicitation"). I acknowledge that being a lobbyist in other City business may conflict with my role as a subcontractor on the Solicitation. Therefore, I affirm that I will not use my status or position as a subcontractor on the Solicitation to benefit my other lobbying interests.

I declare that the foregoing is true and correct.

SIGNED: A.J. Bingham 10/8/2020
Name Date

STATE OF TEXAS

COUNTY OF TRAVIS

NOTE ON SUB-CONTRACTOR UTILIZATION

For purposes of this Solicitation, should Kroll Associates, Inc. ("Kroll") be selected as the Contracting firm by the City of Austin, Kroll will utilize two Certified Minority-Owned Business Enterprises (MBE):

1. The Bingham Group, LLC, a City of Austin-certified MBE (Vendor #: V00000941850),
and
2. Transparency Matters LLC of Harrisburg, Pennsylvania, a Certified 100% MBE) based in Harrisburg, Pennsylvania (MBE certification attached).

THIS CERTIFIES THAT

Transparency Matters, LLC



* Nationally certified by the: **EASTERN MINORITY SUPPLIER DEVELOPMENT COUNCIL**

*NAICS Code(s): 922190; 922120; 921190

* Description of their product/services as defined by the North American Industry Classification System (NAICS)

04/29/2020

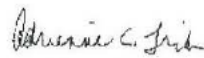
Issued Date

PT01336

Certificate Number

06/30/2021

Expiration Date


Adrienne Trimble



Valarie J. Cofield, President/CEO

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

Certify, Develop, Connect, Advocate.

* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®



**ADDENDUM
PURCHASING OFFICE
CITY OF AUSTIN, TEXAS**

Solicitation: RFQS 4400 EAD4006

Addendum No: 1

Date of Addendum: June 26, 2020

This addendum is to incorporate the following changes to the above referenced solicitation:

- I. **Extension:** The solicitation due date is hereby extended until Tuesday, July 28, 2020 at 2 PM, Central time.
- II. ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

ACKNOWLEDGED BY:

Mark J. Ehlers

Name

Authorized Signature

7/16/20

Date

RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.



**ADDENDUM
PURCHASING OFFICE
CITY OF AUSTIN, TEXAS**

Solicitation: RFQS 4400 EAD4006

Addendum No: 2

Date of Addendum: July 1, 2020

This addendum is to incorporate the following changes to the above referenced solicitation:

I. Questions:

- Q1. Is there a link to a list of conflicts of interest?
- A1. Please review the document titled Offer & Certifications, Non-Collusion and Non-Conflict of Interest Certification, City Code and Chapter 176 Conflict of Interest Disclosure. The certification in the "Conflict of Interest" form should be based on those sections and the laws to which they refer.
- Q2. Would being a previous City of Austin employee be considered a conflict of interest?
- A2. The City does not provide Offerors with an advance determination of whether the Offeror has an actual or potential conflict of interest that would disqualify the Offeror, but will consider all information provided in the Offeror's Conflict of Interest form, or otherwise acquired by the City, in making that determination. Additionally, the City recommends reviewing the Ethics Code which is located in City Code Chapter 2-7, Article 4.

II. ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

ACKNOWLEDGED BY:

Mark J. Ehlers

Name

Authorized Signature

7/16/20

Date

RETURN ONE COPY OF THIS ADDENDUM TO THE PURCHASING OFFICE, CITY OF AUSTIN, WITH YOUR RESPONSE OR PRIOR TO THE SOLICITATION CLOSING DATE. FAILURE TO DO SO MAY CONSTITUTE GROUNDS FOR REJECTION.

GOAL DETERMINATION REQUEST FORM

Buyer Name/Phone	Erin D'Vincent 4-3070	PM Name/Phone	Farah Muscadin 4-9094
Sponsor/User Dept.	CMO	Sponsor Name/Phone	
Solicitation No	RFQS 4400 EAD4006	Project Name	Comprehensive Evaluation of Historical Racism, Bigotry, and Discrimination Involving the Austin Police Department
Contract Amount	TBD	Ad Date (if applicable)	5/18/2020
Procurement Type			
<input type="checkbox"/> AD – CSP <input type="checkbox"/> AD – Design Build Op Maint <input type="checkbox"/> IFB – IDIQ <input checked="" type="checkbox"/> Nonprofessional Services <input type="checkbox"/> Critical Business Need <input type="checkbox"/> Sole Source*			
<input type="checkbox"/> AD – CM@R <input type="checkbox"/> AD – JOC <input type="checkbox"/> PS – Project Specific <input type="checkbox"/> Commodities/Goods <input type="checkbox"/> Interlocal Agreement			
<input type="checkbox"/> AD – Design Build <input type="checkbox"/> IFB – Construction <input type="checkbox"/> PS – Rotation List <input type="checkbox"/> Cooperative Agreement <input type="checkbox"/> Ratification			
Provide Project Description**			
Comprehensive Evaluation of Historical Racism, Bigotry, and Discrimination Involving the Austin Police Department			
Project History: Was a solicitation previously issued; if so were goals established? Were subcontractors/subconsultants utilized? Include prior Solicitation No.			
First contract of its type			
List the scopes of work (commodity codes) for this project. (Attach commodity breakdown by percentage; eCAPRIS printout acceptable)			
95231 - 100%			
Erin D'Vincent		5/13/2020	
Buyer Confirmation		Date	

* Sole Source must include Certificate of Exemption

**Project Description not required for Sole Source

FOR SMBR USE ONLY			
Date Received		Date Assigned to BDC	
In accordance with Chapter 2-9(A-D)-19 of the Austin City Code, SMBR makes the following determination:			
<input type="checkbox"/> Goals	% MBE	% WBE	
<input type="checkbox"/> Subgoals	% African American	% Hispanic	



GOAL DETERMINATION REQUEST FORM

	% Asian/Native American	% WBE
<input type="checkbox"/> Exempt from MBE/WBE Procurement Program		<input checked="" type="checkbox"/> No Goals

GOAL DETERMINATION REQUEST FORM

This determination is based upon the following:

- | | |
|--|---|
| <input type="checkbox"/> Insufficient availability of M/WBEs | <input type="checkbox"/> No availability of M/WBEs |
| <input type="checkbox"/> Insufficient subcontracting opportunities | <input checked="" type="checkbox"/> No subcontracting opportunities |
| <input type="checkbox"/> Sufficient availability of M/WBEs | <input type="checkbox"/> Sufficient subcontracting opportunities |
| <input type="checkbox"/> Sole Source | <input type="checkbox"/> Other |

If Other was selected, provide reasoning:

MBE/WBE/DBE Availability

There are no M/WBE firms available for this scope.

Subcontracting Opportunities Identified

No subcontracting opportunities identified.

Rachelle Delouis

SMBR Staff

Signature/ Date

Rachelle Delouis

5/14/2020

SMBR Director or Designee Tamela Saldana

Date 5.14.20

Returned to/ Date: